United States Army

Aviation Digest

November/December 1993

Professional Bulletin 1-93-6

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Aviation Digest
Professional Bulletin

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Cover: This issue of the ***Aviation Digest*** focuses on Army Aviation's commitment to operations other than war (OOTW). A special report on how Army Aviation helps America's counterdrug operations starts on page 6. This report and supporting articles emphasize the new National Drug Control Strategy, which calls for refocusing resources to battle drugs at the source rather than intercepting shipments en route to the United States.

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Major General Dave Robinson

Operations Other Than War: Supporting the Counterdrug Effort

While our Army is experiencing one of the largest restructuring efforts since the first reveille was called under the waving stars and stripes, it is simultaneously assuming an expanded role. The changed world environment (changed in large part by successful United States foreign policy) has precipitated an adjustment to our focus in the military, both in structure and application. This article and issue of the ***Aviation Digest*** concentrate on the military's commitment to a portion of operations other than war (OOTW).

Previously, in the old superpower bipolar world, the issues were clear–cut and the course of action unambiguously plain. Forward–deployed, general defense plan (GDP)–oriented forces were poised to defeat a known enemy. Aviation units flew short distances to local dispersal areas and then conducted battle drills on the intended battlefield. Battlefield operating systems were integrated and rehearsed on the actual ground where they would fight in the event of war. Familiarity and repetition increased our capability to thwart any aggression. We enjoyed extensive knowledge of our enemy and the battlefield; we had a "prepackaged battlefield."

Currently, our military is shifting to a contingency–oriented force. Our focus has shifted from a European environment to an open–ended mission that varies with the evening news. The financial burden and impracticality of maintaining large forward–deployed forces has become apparent. Consequently, the requirement for a predominantly Continental United States (CONUS)–based force has emerged from the anticlimactic end of the Cold War. Our CONUS–based force must be flexible and versed in contingency operations. We must be able to rapidly deploy to any spot in the world, reassemble, fight, and quickly provide decisive victory—any time and any place in the world. Aviation units can expect to conduct preflights and pre–battle checks in initial staging bases and assembly areas that are totally unfamiliar. In short, we no longer have a "prepackaged battlefield."

Victory in combat will continue to be the essence of our national military strategy. However, given the world political climate and the trend of numerous nations seeking democratic sovereignty, we are less likely to become engaged in large–scale war. We foresee a striking increase in military commitments to OOTW.

One need look no further than the front page of most newspapers to see how our military is currently conducting OOTW. We have participated in numerous

OOTW since Desert Shield/ Desert Storm in the United States and on foreign shores. Peacekeeping, peacemaking, humanitarian assistance, and disaster–relief operations are uniquely complex in nature. Just like battle, OOTW require intuitive and agile–minded soldiers to plan, prepare, and execute these various missions. OOTW will demand an innovative application of the power of our armed forces into the next century.

Our men and women in uniform must prepare for the challenge. There is only one commonality in ***all*** of the potential OOTW. It is not the environment, the equipment, or even the cause—it is the soldier. American soldiers will be thrust into situations where there is no clear enemy and the rules of engagement are based more on political stipulations rather than the current enemy situation. Deployed in small elements, junior leaders will make major decisions that could very well have strategic impact and political ramifications. The significance of their decisions is enormous considering that today we have American soldiers deployed in 89 countries throughout the world.

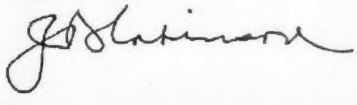
Another important form of OOTW that was not previously mentioned is counterdrug support. All branches of the armed forces in unison with government agencies, such as the Drug Enforcement Agency (DEA), have contributed in the continuing fight to get illegal drugs off our streets. However, narcotics continue to flow through the drug traffickers smuggling routes, through our cities' alleys and our towns' main streets, and ultimately, through Americans' bloodstreams. Certainly not a new problem, drugs continue to be a dilemma for our nation's leaders.

Recently, our government released the new National Drug Control Strategy. The strategy involves various government agencies including the Department of Defense (DOD). While the overall budget for DOD counterdrug efforts will decrease slightly, the new policy calls for refocusing resources to battle drugs at the source rather than intercepting shipments en route to the United States. The policy will enhance support to the drug–source nations in their fight against drug production. The policy has been described as recognizing the beehive versus the bees theory, which means it is better to kill the bees at the source than to chase the bees.

This mission of eradication vice interdiction is ideally suited to Army Aviation. United States policy prohibits direct action by United States military forces engaging in counterdrug operations. However, aviation officers and soldiers have assisted and will continue to assist in the planning and preparation of these important missions. Additionally, U.S. Army aircraft have provided and will continue to provide operational support to counterdrug operations including airmovement of DEA and host–nation personnel and equipment. The airmovement assists in positioning U.S. and host–nation drug–enforcement agents and their equipment within the area of operation but not at the actual targets. United States Army aircraft and the men and women who fly and maintain them have contributed significantly to reducing the illegal drug traffic flow into the United States.

For more information about Army Aviation counterdrug operations in OOTW, don't miss the article, *Army Aviation Operations Other Than War in SOUTHCOM*, which begins on page 30 of this issue.

From parent–child discussions in America's households, to community drug–awareness programs, to our National Drug Control Strategy, our nation continues to battle drugs. Army Aviation, both active and reserve components, are contributing to the effort to curb the flow of narcotics. Army Aviation is contributing significantly to protecting our national interests by conducting counterdrug support in what is now known as OPERATIONS OTHER THAN WAR!



VIEWS FROM READERS

Camouflage face paint revisited

Response to letter, September/October 1993 issue, page 5

We signed up for the whole package in combat arms—and that includes face paint as a means of force protection and battlefield survival. A combat arms branch that purports to dominate the vertical dimension in the ground regime must imbue the "warrior ethos" in all of us. Looking like our combat arms fellows goes a long way toward developing the bond of trust so important to accomplishing the commander's intent. Also, if we espouse that Aviation maneuver places the enemy in a position of disadvantage through flexible application of combat power, then perhaps we ought to exude the same penchant for warfighting as do our brethren in the Profession of Arms.

I am reminded of a *Flight of the Intruder* movie scene that depicts an A–6 driver getting shot down by enemy fire over North Vietnam. Suddenly separated from the more comfortable surrounds of the vertical dimension, a Naval aviator abruptly finds himself in a hostile downed aviator survival situation. The pilot is seen brandishing his service revolver in one hand, and frantically applying camouflage face paint with the other in a desperate attempt to adapt to the battlefield. I would submit that an Army aviator is at least as vulnerable as a Navy attack pilot to a downed aviator situation—so why not be prepared beforehand?

Camouflage face paint is a fire hazard? I don't think so. You forgot to add that it messes up your ear cups and gets your pillowcase dirty.

William M. Jacobs
Commander, 4th Battalion
228th Aviation Regiment
Soto Cano Air Base, Honduras

Rotary–wing endurance record revisited

Responses to feature article by CPT Michael J. York, 2–160th SOAR(A), September/October 1993 issue, pages 24–27

Congratulations to the 2–160th Special Operations Aviation Regiment (Airborne), Fort Campbell, Ky., for completing a nonstop 14.2–hour flight. A job well done. The article claimed a new Army record for nonstop rotary–wing flight. I was curious about the previous record and found the 1965 ***Aviation Digest*** [July 1965, Volume 11, Number 7, page 48] article about record–breaking flights conducted by test pilots from the Army Aviation Test Activity (since renamed the Airworthiness Qualification Test Directorate) at Edwards Air Force Base, Calif. Listed was a 1,615–statute–mile nonstop, unrefueled flight [in 1964] by MAJ John A. Johnston in a UH–1D. Was this the previous record?

Gary L. Bender
3747 Paula Lane
Lancaster, CA 93535

On 24 August 1956, an H–21C made a flight from San Diego, Calif., to the Pentagon in Washington, D.C., via Savannah, Ga. Flying time was 31 hours, 42 minutes, covering 2,610 miles.

The refueling was done with a U1–A Otter, and the crew was from the Army's Continental Army Command (CONARC), Board Number 6, Fort Rucker, Ala.

Paul Eilers
938 Faultline Avenue
North Pole, AK 99705

Self–deployment feedback

Recent articles have referred to self–deployment as a means of getting the aircraft to the areas of conflict. This appears to be a great way to get there fast with minimum use of critical airlift and sealift.

"Operation Northern Leap" was conducted in 1979. Because CH–47 "super Cs" were being rotated to USAREUR, this was opportune to evaluate the self–deployment concept. Three aircraft deployed from Fort Carson, Colo., to New Cumberland Army Depot, Pa., where internal pillow tanks and door hoists were installed. Door hoists? Rescue your fellow aviators in case they go down. The aircraft went through Canada, then Greenland, Iceland, and Scotland. The pilots said that, not knowing what crevasse or rocks were under the snow, flying the Greenland ice cap was scarier than the open ocean. All aircraft arrived safely in Germany with no undue maintenance delays.

Here are some of the factors considered:

Distance. It is about 2,000 miles from Newfoundland, Canada, to the westernmost Azorean island so the northern route was picked, which was restricted by the suits to be worn to protect against hypothermia in case of ditching. Also, the latitudes required special navigational training. (A Canadian military pilot was a crew member.)

Rescue. Don't forget the piddle–packs, as used by the fighter jocks on deployments.

Communications. Unless you have a chase aircraft with long–range communications, then high–frequency (HF) radios or equivalent are needed.

Ditching and Egress. The CH–47s will float for a while, permitting the crew some time to deploy the life rafts and leave the aircraft. The AH–64s and UH–60s present a more serious problem with rotor blades, life rafts, and crew egress.

The bottom line is that it would be prudent to plan in detail the requirements for self–deployment of the type of aircraft and then execute the plan. Test results will support the choice of preferred deployment alternatives.

Joe Steine
Senior Aviator, retired
919 Catalina Drive
Newport News, VA 23602

Perspective on a Junior Officer's Perspective

In reference to CPT Schenck's letter in the September/October 1993 issue of ***Aviation Digest*** [pages 3–4], I take great offense at his characterization of Fort Rucker instructor pilots (IPs) from years past as "overweight and somewhat complacent."

Having served two tours as a "Rucker IP," I know from personal experience that, as far as Lowe Army Airfield is concerned, the good captain's generalization is unfounded and unwarranted. In the days when the IP–to–student ratio was three–to–one and every IP flew 4.5 to 5 hours every day, routinely getting waivers from the flight surgeon to exceed 100 hours in 30 days, and flying weekends to keep "on syllabus," any IP who was "somewhat complacent" would not last very long. Perhaps CPT Schenck is remembering his experience with these IPs from the perspective of a flight student. It seems odd that when he becomes an IP at Fort Rucker, his people are now "professional, dedicated, and technically competent." I would like to suggest that if that was not the case when he went through flight school, CPT Schenck would probably not be in the position he is in now.

As far as professionalism and dedication is concerned, I believe there is little or no difference between the IPs currently at Fort Rucker and the ones who were there "in years past." I believe the older IPs would have the edge simply because of the tremendous amount of flight time and experience they had then, compared to the newer IPs.

Finally I would like to caution CPT Schenck about making generalizations. Perhaps he should try to be a little more objective.

CW4 Stephen R. Selby
1st U.S. Army Support Battalion
Multi–National Force and Observers
Sinai Peninsula, Egypt

Article Clarified

I would like to clarify the article, *The High–Capacity Air Ambulance*, published in the September/October 1993 issue of the ***U. S. Army Aviation Digest***. The author misleads the readers into thinking that the sole aircraft being considered for this mission is a CASA C–212 with an Air Methods medical interior. The Mission Needs Statement and the Operational Requirements Document were developed jointly by the combat developers of the U.S. Army Medical Department (AMEDD) Center and School and the U. S. Army Aviation Center (USAAVNC). As stated in the article, the requirements call for use of a vertical and short take-off/landing aircraft, which opens the competition to a fixed– or rotary–wing airframe. On a parallel path, AMEDD is working with USAAVNC to determine a common fixed–wing aircraft for the cargo and special electronic missions and the high–capacity air ambulance (HCAA). The HCAA program, however, is still in the maturation process; the program is being jointly worked by the combat developers of both proponents to ensure that the selected airframe is in step with the Aviation Restructure Initiative and the Fixed Wing Investment Strategy.

The article predominately displays products of CASA, Inc., and Air Methods. The author used photographs of their products in an attempt to depict the HCAA. These companies are exploring "proof–of–principle" development at no cost to the government and were the only companies with a product available for graphic representation. The article does not clearly state that any

system will be competed by Aviation Troop Command according to the laws governing acquisition. Let me assure readers that the laws governing the acquisition process will be followed and that all companies are invited to submit their products in open competition.

Finally, the references to the HCAA companies being a composite company of rotary– and fixed–wing or conversions of units are contentious issues between the National Guard Bureau, Forces Command, and AMEDD. These references give the impression that the force design updates and force conversion actions have been completed. In fact, these issues are currently highly contested issues and are factual inaccuracies in the article.

COL Frank H. Novier
Director, MEDEVAC
Proponency
AMEDD Center and School
Fort Rucker, AL 36362–5000

Senior Officer Logistics Management Course

The Senior Officer Logistics Management Course (SOLMC) is specifically designed as a precommand refresher course for commanders and their primary staffs at the battalion and brigade level.

The course includes maintenance, supply, and transportation procedures, as well as hands–on application in maintenance, with vehicles, weapons, ammunition, medical equipment, communications, nuclear, biological, chemical (NBC) equipment, and common soldier support equipment. SOLMC complements all Precommand Courses (PCC) by providing a detailed update on current logistics issues.

The course is designed for all Army leaders in all branches and is open to officers in the grade of major and above in the Active and Reserve Components, and to Department of Defense (DOD) civilians in the grades of GS–11 and above.

The one–week course is conducted 10 times each fiscal year at Fort Knox, Ky. Class quotas may be obtained through normal TRADOC channels. For more information, contact CPT Lee or CPT Higdon, DSN 464–7133/3411.

SOLMC Course Schedule

SCH 171	CRS 8A–F23		FY 95
		95–01	16–21 Oct 94
	FY 94	95–02	13–18 Nov 94
		95–03	4–9 Dec 94
94–04	2–7 Jan 94	95–04	8–13 Jan 95
94–05	13–18 Feb 94	95–05	12–17 Feb 95
94–06	20–25 Mar 94	95–06	19–24 Mar 95
94–07	17–22 Apr 94	95–07	16–21 Apr 95
94–08	15–20 May 94	95–08	14–19 May 95
94–09	19–24 Jun 94	95–09	18–23 Jun 95
94–10	24–29 Jul 94	95–10	16–21 Jul 95
94–11	21–26 Aug 94	95–11	20–25 Aug 95
94–12	18–23 Sep 94	95–12	17–22 Sep 95

Army Aviation Association of America's 1994 Convention

The Army Aviation Association of America's (AAAA's) Annual Convention will be 20–24 April 1994 at the Cervantes Convention Center in St. Louis, Mo. The theme will be "Army Aviation: Advancing on the 21st Century."

The 1994 Professional Program will kick off on Thursday, 21 April 1994, with a presentation by GEN Gordon R. Sullivan, United States Army Chief of Staff, Washington, D.C. Friday will be highlighted by remarks by GEN J. H. Binford Peay III, Vice Chief of Staff, and also include presentations by MG Dave Robinson, Aviation Branch Chief and Commanding General, U.S. Army Aviation Center, Fort Rucker, Ala.; MG John S. Cowings, Commanding General, U.S. Army Aviation and Troop Command, Fort Eustis, Va.; MG Dewitt T. Irby, Jr., Program Evaluation Officer, Aviation, Office of the Assistant Secretary of the Army (RDA), St. Louis; and BG R. Dennis Kerr, Director of Army Safety and Commander, U. S. Army Safety Center, Fort Rucker.

Saturday will feature two special focus panels—one on "Operations and Training" to be chaired by MG Robinson and the other on "Acquisition/Logistics" to be co–chaired by MG Irby and MG Cowings. Later in the evening, at the AAAA Annual Banquet, the Secretary of the Army is scheduled as the guest speaker.

For more information, contact—AAAA, 49 Richmondville Avenue, Westport, CT 06880–2000. Telephone: (203) 226–8184; FAX: (203) 222–9863.

In search for the aqua-colored plant...

The unique cannabis plant, better known as marijuana or pot, can have a street value of $2,500.

Army Reserve Aviation Group Task Force Assists in Georgia Counterdrug Operations

Sergeant Melanie Adkins
Public Affairs Officer
121st Army Reserve Command
Birmingham, Alabama

It was midmorning 14 July. An OH-58 Kiowa helicopter scouts 200 feet above the tree line in north Georgia.

The pilot, an Army reservist with the 33d Aviation Group, Fort Rucker, Ala., and the "spotter," a local law enforcement official, search for the aqua-colored plant they know lurks beneath them in the thick tree lines of north Georgia.

Just before they begin to grow weary, the trained eyes of the spotter pick up on something.

"Circle around to my left once more," he says, "I think I've found us a treasure!"

Note: Real names not used.

...While the OH-58 awaits in the bleak early morning fog for preflight inspections...

Soldiers of the 33dCDTF, Fort Rucker, prepare for an all-day marijuana search.

Sure enough, as the pilot skillfully lowers the chopper to get a better view, they both see a plot containing what appears to be at least 50 marijuana plants.

"I think I've found us a treasure"!

They signal the ground team that's been waiting for the first job of the morning... .

"Red Air to Red Ground."

"This is Red Ground, go ahead Red Air. Over."

"Yeah, we've spotted a plot for ya. Better sharpen your machetes. It looks like you'll be going into some thick brush."

"Point us in the right direction. Red Air. We're ready to cancel some Christmas plans," the ground team leader says of the drug traffickers.

The ground team follows the helicopter through radio communications until guided to the exact location of the plants.

But reaching the plants is the most difficult and dangerous part of the mission.

The ground team members unload the mule, a small 4x4 all-terrain vehicle, and somehow manage to squeeze themselves aboard.

They proceed to plow through the brush, rip through the briars, and bounce over stumps until they can go no further. Still communicating on radio, they continue on foot.

"This is where we get a chance to use our most valued possession—our machetes," says Wes, the Georgia Bureau of Investigation's (GBI) agent in charge.

The ground teams must sometimes climb the steepest hills and go through the thickest briars to get to a plot of marijuana.

"It could be 1,000 plants or one single plant, but the team still goes in and eradicates them," Wes says.

The ground team members not only have the threat of walking up on the plants' owners and possibly coming into conflict, but also they have to watch out for booby traps, trip wires, fish lines, and snakes.

The team is well aware of the dangers they may have to face. Most carry pistols and have been trained to quickly spot any unnatural objects or movement.

Other than the man-made threats, the ground team's biggest enemy is the heat. "We get a head start on the heat by picking up several cases of fruit punch before we leave every morning," Wes says.

The drugs people struggle with the most are alcohol, marijuana, and sometimes crack.

Why is Army Aviation so concerned?

Because drugs can easily influence so many factors associated with flight.

Drug and Alcohol Abuse Division
Directorate of Community Activities
Fort Rucker

"We also make sure we have enough members on the ground team, so that at least one can stay back and rest. And believe me, after going in to eradicate six different plots in just one hour, rest is something you need."

The officer in charge of the 33d Aviation Group Counterdrug Task

*Training and doctrine teach that two most important factors for the success of Army Aviation are the soldiers' **ability** to fight and the **willingness** to fight. The consequences of drugs can affect either one or both.*

...and stops to refuel,...

Soldiers of the 33d Aviation Group CDTF stop to refuel their OH-58 Kiowas and continue their marijuana search throughout north Georgia.

Force (CDTF), Chief Warrant Officer Four (CW4) Bob, says the main reason the operations run smoothly is "because everyone stays excited about what they are doing."

"First, soldiers involved in this mission are volunteers. Not only that, they are also individually selected for their role in the 33d CDTF," he says.

"I think the motivation they have, along with being properly trained, makes them among the best at what they do," Bob says.

Even though the CDTF normally works during the hottest times of the year, the esprit de'corp is high. The ground and air teams that go out each morning usually challenge one another to spot and eradicate most plants.

"It keeps everything positive and makes you want to find plants, even though sometimes, after a hard, hot day, the ground teams are almost too tired to go in after them." Bob says.

"We have personnel from the National Guard, GBI, state patrol, Department of Transportation, and Department of Natural Resources, but our biggest support comes from the soldiers of the 33d Aviation Group," Wes says.

Agent Wes says that without specialized jobs performed by each of these groups, this mission wouldn't be possible.

Marijuana affects an individual's motivation.

Under the influence of this drug, one does not take immediate action and does not care.

Aviators and air traffic control personnel need perceptual ability.

Drug and Alcohol Abuse Division
Directorate of Community Activities
Fort Rucker

"The 33d Aviation Group CDTF has provided us with helicopters, pilots, refueling specialists, a refueling truck, maintenance personnel, and crewchiefs," he says.

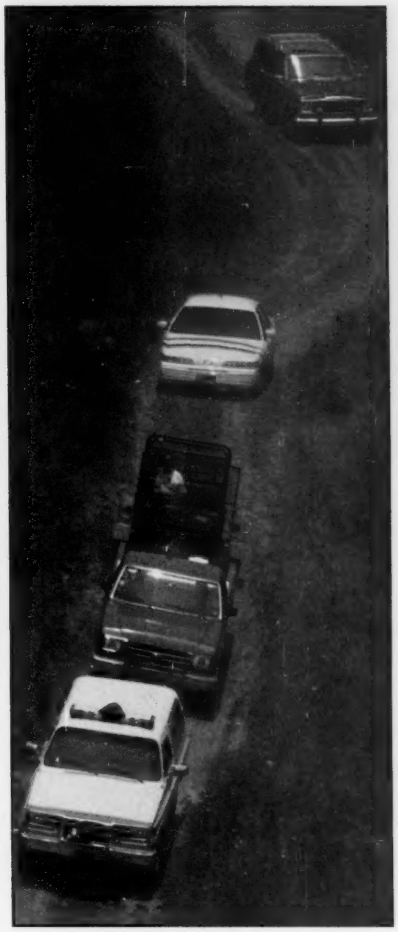
"The Georgia State Patrol and National Guard provide helicopters for this mission. The 33d CDTF enables us to cover twice as much land with their additional helicopters," adds Wes.

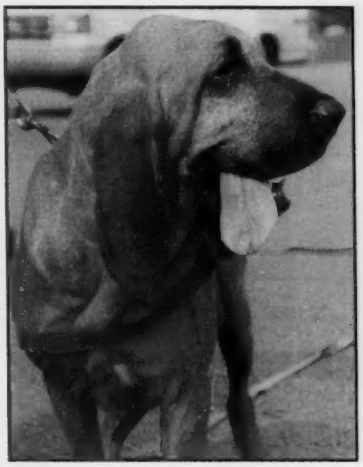
And the refueling truck and the manpower they have given for quick refueling has helped tremendously,"continues Wes.

"With this type of organization, you would expect problems with communication or duties. That's not the case with the agencies involved in the Georgia Governor's Task Force (GTF)," he says.

"Everyone knows the job and they do it exactly. With this sensitive type of mission, lack of communication or job performance could cost someone his life," concludes Wes.

"I feel responsible for these pilots and their helicopters when I refuel them. I'm the one who tests the petroleum for water or sediment before refueling. If I miss or overlook something, it could cause





...men, dogs, and vehicles follow the track and smell of marijuana.

Vehicles move into a suspected location.
The mascot—with a taste and smell for the green plant.
And an unidentified agent carries a global positioning system (GPS) and special communications equipment, a must for successful marijuana searching. The GPS gives positioning locations that reveal the marijuana plots.

serious malfunctions," says petroleum specialist Sergeant Tyronne.

The noncommissioned officer in charge of the CDTF, Staff Sergeant James, estimates that the GTF will wipe out as much as 40 percent of the total drug crop in northern Georgia this year.

"We've covered 80 counties and a 900,000-acre national forest area," James says.

At the end of this mission this year, the GTF had eradicated more than 28,000 plants in Georgia alone. The 33d CDTF accounted for nearly 13,000 of those eradicated, says James.

Next year, the CDTF has plans to expand it's personnel and land coverage again, but it also wants to increase its public image.

"We want the public to become more aware of what we're doing," says Bob. "This is an ongoing war on our soil," he adds.

"We want people to see the Army involved in a war right here, a war against drugs," says Bob.

Fort Rucker is the Army Aviation Warfighting Center.

Bob adds, "We say our mission is also warfighting."

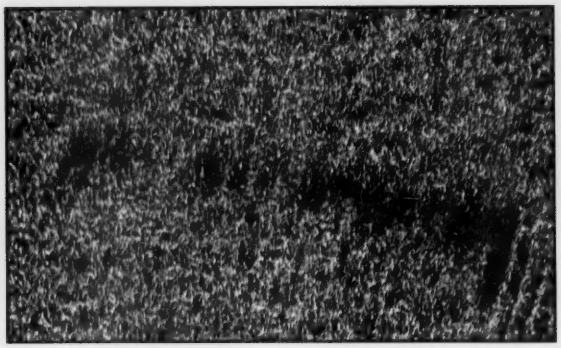
"We won't forget our mission, because it's a war we're fighting in our own hometowns, a war we'll fight every day, until finally, we win," Bob says.

The 33d CDTF has assisted in the eradication of more than 50,000 marijuana plants this year in all mission locations to include Georgia.

The CDTF has substantially increased in personnel and equipment since last year, because of the tremendous need for drug eradication in the United States, according to Bob.

"We receive numerous calls requesting our support. Some we can do, such as supporting the GTF and others we can't," says Bob.

In 1993, the 33d Aviation Group destroyed marijuana that had a street value worth more than $100,000,000.



Can you track the marijuana...

No ground is sacred from the green weed!
Where is the marijuana in the aerial view of the cornfield? The marijuana patch runs horizontally across the middle of the left photo.
Where is the marijuana in the growing plot? Illegal growers clear land and make a path leading up to it. Notice the center of the right photo.

"We would like to have enough members and equipment to go out on every mission. That's our goal for the future," he adds.

The CDTF personnel come from five southeast units and they live in seven different states. The aviation maintenance support for the CDTF, located on four military installations in three states, has active military, reserves, and civilians all assisting in their mission, according to Bob.

The most important support comes from the Second U.S. Army in Atlanta. Second Army's counterdrug operations section develops, authorizes, and distributes funds for these operations. This section closely monitors each mission providing input and guidance to the task force.

This section's knowledge and experience with counterdrug operations is invaluable to the mission and the task force.

"Without them supporting us, we couldn't support other missions," Bob says.

"So this is truly a mission that takes the skills, assets, and strength of a lot of people," he adds.

Bob, also a pilot for the CDTF, has logged more than 400 hours flying on drug eradication missions.

"This mission not only gives our pilots a chance to train on real-world missions, but also it gives our petroleum specialists, mechanics, and crewchiefs a chance to do actual hands-on training," he says.

> "This is an ongoing war on our soil.
> Marijuana ... the most used and abused drug in the nation."

"Even though this is hard work, there is something else this mission does for all of us. It lowers the amount of drug crops grown on American soil," Bob says.

According to the Drug Enforcement Agency (DEA), about 12 million users and abusers of marijuana live in the United States, making marijuana the most used and abused drug in the nation.

Marijuana isn't the drug it used to be. Certain fertilizers, plant hormones and steroids, carbon dioxide, and advanced horticultural techniques are all used by the informed illegal grower to "push" the plant into producing a higher grade of marijuana.

DEA officials say today's marijuana is significantly more potent than during the Woodstock era.

This high potency contributes to the drug's harmful effects. Marijuana contains known toxins and cancer-inducing chemicals stored in fat cells for long periods.

Scientific research relates marijuana use to long-term impairing effects on the brain, the respiratory system, the immune system, and the reproductive process.

So why do drug traffickers and growers continue to grow the drug, knowing its risk?

Because the profit they reap is tremendous. A mature cultivated plant can yield up to 2.4 pounds of marketable product.

Today, the wholesale market brings an average of $3,000 per pound, but as high as $9,000 per pound for the indoor grown, high-grade sinsemilla.

It may sound like a profitable business, but get caught and you reap a minimum from 10 years to a full life sentence in federal prison.

...from the air, through the bush, and on foot?

How do law enforcement agents go from air-to-ground? Answer: Rappelling from the Black Hawk.

The "mule," the all-terrain vehicle, plows through the brush, rips past the briars, and bounces over the stumps. Trying to reach the plants is the most difficult and dangerous part of marijuana eradication.

The ground team moves into a suspected site.

Is There A Need For Counterdrug Operations?

YOU Be The Judge

Name Withheld
Counterdrug Officer-in-Charge
33d Aviation Group
Fort Rucker

Note: As of this printing, it has been learned that the U.S. Army Reserve Aviation's future is in peril. In addition, the Reserve counterdrug budget was slashed by nearly 50 percent of the 1993 allocation.

By the end of the 1993 growing season, the 33d Aviation Group Counterdrug Task Force, Fort Rucker, Ala., will be responsible for assisting in the eradication of more than $100 million of marijuana.

The success of this type of mission is apparent, as is the need for future operations of marijuana eradication.

The training for the mission was excellent and benefits to the individual reservists and their units were immeasureable.

Every soldier involved in this year's mission came away with a sense of pride and accomplishment.

Each expressed extreme satisfaction in the professional training they received and stated there was a need for more missions of this type.

The eradication missions conducted this year were a total success, both in training and safety. Soldiers with the mission were trained well above standards.

The Army Aviation and ground safety record was without comparison: *ZERO accidents and*

However, watch out for this warning sign.

A snake scares away unwanted "human intruders" who just happen to come upon this plot.
The snake is rubber.

Marijuana is the most used and abused drug in the United States. Different growing techniques have made the drug more potent now than before.

ZERO incidents.

The current downsizing and realignment of the reserve component focuses on troop and unit reduction.

The individual reserve soldier continues to ask where he fits into this downsizing and realignment. The current philosophy is we no longer have the cold war, thus we no longer need a large deterrent force.

The Armed Forces now have to deal with regional conflicts throughout the world. These regional conflicts are where the active components must focus their attention.

Each state's national guard has to concentrate on its own state issues; in some cases, this is also waging war on drugs, an excellent mission for the reserve soldier.

Soldiers cover most aspects of reserve aviation operational training in this mission.

The maintenance demands provided by this type of mission enable the soldiers to receive "hands-on" training in Army Aviation, aviation maintenance, and soldiering skills.

The flight training for the aircrews proves to be outstanding, yet demanding.

Aviation and supporting reserve units working to help this mission will profit from the training. This is because the skills taught are those needed in an actual conflict.

"The dangers and hazards of the current drug epidemic sweeping our country dictate that we need more operations of this caliber!"

In this case, the actual conflict is here on our home turf.

The dangers and hazards of the current drug epidemic sweeping our country dictate that we need more operations of this caliber!

How can one best measure the success of a mission of this type?

The alcoholic is likely experiencing spiritual pain, such as guilt or sorrow of shattered dreams, so that he cannot see himself as worthy of forgiveness.

The success can be gauged by the results of the quality training the soldiers receive, the excellent safety record, and the individuals' desire to defeat illegal drugs.

But most important is the amount of marijuana eradicated. The task force helicopters eradicated $86 thousand worth of plants per hour flown. This $86,000 is street-valued marijuana, marijuana that could be sold to our friends, relatives, or children.

Is there a need for this type of operation?

YOU be the judge.

How does your garden grow?

(Left) This covertly-cleared plot provides space for growing marijuana. (Right) Illegal growers have already placed boxes in this covert area. One box of marijuana has nearly 50 stalks ready to plant .

Legal Consequences of Drug Use

Captain Michael D. Brock
Judge Advocate
Chief, Administrative Law
Fort Rucker

Drug offenders may be punished under the Uniform Code of Military Justice (UCMJ). Punishment may include nonjudicial punishment under Article 15, UCMJ, or a court-martial. Additionally, nonpunitive disciplinary measures and adverse administrative personnel actions may be imposed.

The following are the UCMJ **articles and the maximum punishments** for each drug charge. Depending on their conduct, soldiers may also be charged with other offenses, such as Article 133, *Conduct Unbecoming an Officer and Gentleman.*

Article 111 — Drunken or Impaired (by liquor or drugs) Driving

(a) Resulting in Personal Injury —

Dishonorable Discharge (DD), forfeiture of all pay and allowances, and confinement for 18 months.

(b) No Personal Injury—

Bad conduct discharge (BCD), forfeiture of all pay and allowances, and confinement for 6 months.

Article 112 — Drunk on Duty

BCD, forfeiture of all pay and allowances, and confinement for 9 months.

Article 112a — Wrongful Use, Possession, Distribution of Controlled Substances

(a) Wrongful use, possession, manufacture, or introduction of controlled substance:

(1) Amphetamine, cocaine, heroin, lysergic acid diethylamide, marijuana (except possession of less than 30 grams or use of marijuana), methamphetamine, opium, phencyclidine, secobarbital, and Schedule I, II, and III controlled substances.

A soldier cannot concentrate on accomplishing the mission when inhibited with thoughts about personal drug or alcohol problems or those problems of someone else. For Army Aviation, consequences of drugs can affect the lives of those in the cockpit, on the flight line, or in the control tower. Consequences of drugs can influence the safety and training for all of us within the Army Aviation community. Therefore, these consequences are not only a problem for the dysfunctional individual. They are problems in society and the workplace as well.

Drug and Alcohol Abuse Division
Directorate of Community Activities
Fort Rucker

One can easily hide behind the plants,...

The marijuana is so thick that the individual standing a few feet away is difficult to see.

DD, forfeiture of all pay and allowances, and confinement for 5 years.

(2) Marijuana (possession of less than 30 grams or use), phenobarbital, and Schedule IV and V controlled substances.

DD, forfeiture of all pay and allowances, and confinement for 2 years.

(b) Wrongful distribution, possession, manufacture, or introduction of controlled substance with intent to distribute, or wrongful importation or exportation of a controlled substance.

(1) Amphetamine, cocaine, heroin, lysergic acid diethylamide, marijuana, methamphetamine, opium, phencyclidine, secobarbital, and Schedule I, II, and III controlled substances.

DD, forfeiture of all pay and allowances, and confinement for 10 years.

(2) Phenobarbital and Schedule IV and V controlled substances.

DD, forfeiture of all pay and allowances, and confinement for 10 years.

(c) When any offense under Article 112a, UCMJ, is committed; while the accused is on duty as a sentinel or lookout; on board a vessel or aircraft used by or under the control of the armed forces; in or at a missile launch facility used by or under the control of the armed forces while receiving special pay under 37 U.S.C. 310; or in time of war, the maximum period of confinement authorized for such offense shall be increased by 5 years.

Article 133 — Conduct Unbecoming an Officer and Gentleman.

Dismissal, forfeiture of all pay and allowances, and confinement for a period not in excess of that authorized for the most analogous offense for which a punishment is prescribed, or, if none is prescribed, for one year.

The following lists nonpunitive disciplinary measures and administrative personnel actions that may be taken against drug offenders—

a. Elimination for misconduct
b. Elimination for alcohol or drug abuse rehabilitation failure
c. Suspension of favorable personnel actions (flag)
d. Bar to reenlistment
e. Reduction in grade for misconduct
f. Written admonition or reprimand
g. Relief for cause
h. Removal from local/Department of Army recommended promotion list
i. Suspension of security clearance, and
j. Suspension of installation driving privileges

...quickly escape from view in the "cornfield,"....

This ain't no corn. It's marijuana!

Mind-Altering Substances Influence Lives at Home and Work

Ms. Christine Spaulding, MSW
Family Advocacy Program Manager
Directorate of Community Activities
Fort Rucker

Use of alcohol and other drugs affects family lifestyles.

These mind-altering substances influence the daily lives and work patterns of not only the user, but also other family members who do not personally use alcohol or drugs.

Substance abuse, and alcohol abuse in particular, frequently emerges as the prominent risk factor contributing to many family problems.

Use of alcohol continues to account for the overwhelming majority of the substance abuse problems in the United States.

Not surprisingly, alcoholism remains the most frequently mentioned form of substance abuse contributing to family problems in general and family violence specifically.

Universally, all abusers, whether hitters or drinkers, blame others:

What is the greatest consequence of drug abuse in Army Aviation?

Answer: The U.S. Army cannot depend upon well-trained and dedicated soldiers to fulfill the mission if those soldiers intoxicate themselves with alcohol or marijuana, stimulate themselves with cocaine, or alter their consciousness with other drugs, even casually.

If soldiers are not ready all of the time, they are not ready!

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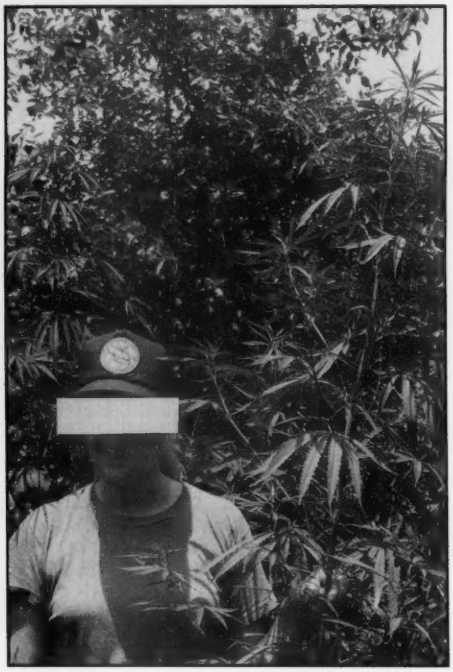
Fort Rucker



...or simply stand still to avoid watchful eyes.

This soldier is nearly 6 feet tall. The plant in her left hand exceeds her height by several feet.

"It's not my fault!" or "She deserves that!" are some examples.

Universally, all perpetrators (alcoholics/abusers) tend to be jealous and possessive of targeted victims.

The slightest suspicion of a spouse's relationship with another causes one problem after another.

Often, abusers expect children to behave as their parents, or expect spouses to take care of everything. These role expectations are impossible to meet.

If one questions an abuser about a critical incident, the one who questions finds that the abuser does not always remember the details and may even "black out" the incident altogether.

Regardless, the abuser is not abusive all the time. In fact, that person might otherwise be a model citizen.

One abuse can contribute to or cause other abuses.

Alcoholism, or other substance dependence or abuse, may be more than a contributory factor to family violence. It may actually be a primary cause of family violence.

The violent perpetrator, stressed by alcohol and other drug abuse, is less likely to be able to manage anxiety in the external world.

That person, supported by the external world's acceptance of violence, drinks more and hits more, worsening the dysfunctional behavior.

One out of every 10 people who drink become addicted to alcohol.

Drug and Alcohol Abuse Division
Directorate of Community Activities
Fort Rucker

Humans who use mind-altering substances, such as alcohol, marijuana, or cocaine, impact their normal will and ability.

No matter how well a soldier is trained and committed, once placed under the influence of a drug, that normal will and ability change and become abnormal.

No matter how strong, disciplined, and moral ... this is how drugs affect all of us.

Drug and Alcohol Abuse Division
Directorate of Community Activities
Fort Rucker

This is just one handful out of many to...

A marijuana plant in full bloom.

Drugs Affect Our Educational System

Mrs. Colleen Gordon
Director of Federal Programs
Enterprise City Schools
Enterprise, Alabama

Total education...

Educating children and youth about the hazards of tobacco, alcohol, and other drug use and arming them with skills that can deter the use of drugs were once considered the sole responsibilities of the church and home.

However, an increase in use of drugs and the significant impact of this use upon our nation's communities resulted in the Federal Drug-Free Schools and Community Act of 1988.

This act authorized the distribution of funds to local educational agencies across the United States to support drug education programs, activities, and personnel. The act required the active participation of schools to eliminate drugs in our nation's communities.

Schools across the country, such as the Enterprise City Schools near Fort Rucker, contribute to our nation's prevention efforts, not only by presenting accurate information, but also by developing and enforcing firm and consistent behavior policies that discourage drug use.

...Is the job of everyone...

Schools can help this effort, but schools cannot and must not assume the total responsibility. Schools cannot and must not attempt to replace the home and the parent.

To combat drug use among our children and youth, the entire community must be involved: parents, schools, students, law enforcement officials, and community groups. This job is too important and too demanding for any person or group.

Happiness is drug free
(By a 10-year-old girl)

Drugs are bad,
They make you sad,
They'll make you die,
And your family will cry.

...To identify risk factors,...

Risk factors signal the use of drugs.

An adolescent who has one or more risk factors will not necessarily become a drug user, although chances are significantly greater.

Alienation, antisocial behavior, rebelliousness, and lack of involvement with family, school, peers, and community identify risk factors.

....To identify three conditions,...

Three conditions are essential to protect our children and youth.

These conditions will also give our school children the chance to take advantage of situations that will allow them to more easily avoid the tragic consequences of drugs.

First, adolescents must have opportunities to actively participate in the family, school, positive peer groups, and community.

...meet its just end, because...

A ground team member of the Georgia Governor's Task Force begins the eradication process in a plot that has more than 40 marijuana plants.

Second, adolescents must be taught the social, cognitive, and behavioral skills necessary to perform successfully in all social settings.

And, finally, the family, school, peer group, and community must provide consistent reinforcement, recognition, and rewards for acceptable skills and behaviors.

The drug education efforts, underway in our schools, focus upon lessening risk factors for our students and aim at preventing, delaying, or eliminating the use of tobacco, alcohol, and other drugs.

...To support the message,...

The message is clear: Nonuse of tobacco, alcohol, and other drugs.

...And to support the programs

Therefore, it is essential that drug education programs in our schools:

(1) Provide students with information regarding the consequences and effects of drug use;

(2) Strive to enhance each student's feeling of well-being and self-worth;

(3) Strengthen communication, decision-making, refusal, coping, and goal setting skills; and

(4) Encourage the involvement and support of parents.

> The use of drugs in the classroom causes a drop in interests, grades, behavior, and motivation.

Some national drug education programs include—

The Feelings Like Yours (FLY) program to students in grades K-6 by school guidance counselors

The Drug Abuse Resistance Education (DARE) program to students in grades K, 1, 3, 6, and 8 by police officers

Other national school programs—

Health room maintenance by a licensed practical or registered nurse in all elementary schools

Home visits by nurses

Parent education programs

Health appraisals and screening

Professional in-service programs

Peer helpers in secondary schools

And finally, some federally-funded programs —

Extended-day programs

Advisory Council on Drug Abuse and Prevention

The McGruff Program to students in grades K, 1, 2, and 3 by classroom teachers

The Red Ribbon Federal Campaign has provided our school system an opportunity to celebrate its drug education programs and activities.

The Red Ribbon Campaign began when Federal Agent Enrique Camarena died at the hands of drug traffickers in 1985. The red ribbon became symbolic of the commitment to a healthy and drug free lifestyle.

This year's National Red Ribbon Campaign was observed in October with the theme —

"Drug Free: Way To Be!"

...the eradication process is designed to...

The 33d Aviation Group loads freshly-cut plants into the Black Hawk. The soldiers will transport the plants and destroy them later.

Alcoholism in the Army: Hide 'em or Hang 'em

Colonel Lewis A. Van Osdel III, MD
U.S. Army Aeromedical Center
Fort Rucker

The following two scenarios are similar. However, the commander in each scenario responds differently to these two aviators with a common diagnosis.

Scenario One

Chief Warrant Officer Three (CW3) Jones had just finished telling Major (MAJ) Allison, his troop commander, of his wife's complaint to the squadron commander about his slapping and having a scuffle with her two nights before at home.

Mr. Jones complained about her deficiencies in the marriage and felt she was being vindictive. He was concerned that when this incident was presented to the Family Advocacy Case Management Team (FACMT), he would be labelled as a spouse abuser.

To make matters worse, he had had three beers at home that evening. Therefore, the family advocacy social worker referred him to the Alcohol and Drug Abuse Prevention and Control Program (ADAPCP) to see if he had an alcohol problem.

Mr. Jones wanted MAJ Allison's support, because he felt his career and flight status was in jeapardy. He felt his wife made a "mountain out of a molehill"!

MAJ Allison thought, "Mr. Jones is the best instructor pilot (IP) I've got, a level-headed guy who's never been in trouble. His wife must just be frustrated and vindictive!"

After all the evaluations were complete, the FACMT substantiated the case as spouse abuse (medical records indicated bruises on the wife's face and neck), and the ADAPCP counselor with the clinical consultant (physician/consultant for the ADAPCP) diagnosed the case as mild alcoholic dependence.

Marital counselling and inpatient treatment for the alcoholism were both recommended.

Mr. Jones balked at the suggestion that he be in an inpatient program

Between 10 and 14 percent of the population become alcoholic in their lifetime, some shortly after their first drink, others only after years of heavy drinking.

Community Mental Health
Lyster Army Hospital
Fort Rucker

Colonel Van Osdel is the Clinical Consultant for the Alcohol and Drug Abuse Prevention and Control Program; Chief of Community Mental Health; and the Psychiatry Consultant to the Aeromedical Consultant Advisory Panel (Waiver Board), U.S. Army Aeromedical Center, Fort Rucker.

...keep plants away from the market...

About 300 plants are gathered in this one bunch.

Common problems of alcoholism — uncommon responses of commanders

for 6 weeks for alcohol rehabilitation.

He asked MAJ Allison to back him up. They both argued with the alcohol counselor that Mr. Jones never received a driving under the influence (DUI), never was noted to have alcohol on his breath at work, and was the best IP MAJ Allison had ever known.

How could a man who was rated top block on his last officer's evaluation report (OER) and promoted to CW3 out of the secondary zone be an alcoholic? they asked.

It was only by the intervention of the squadron commander, Lieutenant Colonel (LTC) Black, that Mr. Jones enroll in the ADAPCP and be sent to an inpatient program.

He did well after he finally accepted his alcoholism. A waiver put him back flying 6 months after he began treatment.

Scenario Two

MAJ Williams, for example, experienced a different situation. He was arrested for a DUI and also sent to ACAPCP where he was diagnosed with severe alcoholic dependence and promptly enrolled and sent for inpatient treatment.

Although angry and embarrassed at first, he quickly got involved learning about his alcoholism, took responsibility for his past action and recovery program, and charged ahead with his 12-step Alcoholics' Anonymous (A.A.) Program.

Within one month after returning from his inpatient rehab program, he completed A.A . Step 4, a fearless inventory of his faults and positive personal attributes, and moved forward to make amends.

Medically, he was ready to receive a waiver, but his commander balked.

MAJ Williams' DUI was the third that year in the Aviation brigade. Colonel (COL) Adkins, the brigade commander, felt obligated to make an example out of a field grade officer who had so flagrantly violated the commanding general's directive of no more DUIs.

COL Adkins wondered — with an upcoming bad OER and a general's letter of reprimand— passed over for LTC and be eliminated during the ongoing downsizing.

The question: "Should he be treated and kept in the Army."

Even though MAJ Williams had done very well as an officer and aviator early on, his last OER was not top notch and COL Atkins had heard upsetting details about MAJ Williams' drinking problem: family discord, medical complications, and coming to work hung over.

COL Adkins was really tempted to nudge the system into eliminating MAJ Williams.

However, when the colonel saw the enthusiasm with which MAJ

One rational, intelligent human
+ One 6 pack of beer
= A human influenced by a mind-altering substance that can easily permit that person to become less rational and less intelligent, but more angered and violent.

Drug and Alcohol Abuse Division
Directorate of Community Activities
Fort Rucker

...and provide the only real answer to the ultimate eradication of marijuana which is...

"Treat 'em and fly 'em"

Williams tackled new staff assignments after 3 months in his job, he was impressed. The colonel finally recommended a waiver by writing a letter endorsing MAJ Williams' return to flight status.

Same Diagnosis— Different Treatment

These scenarios show two aviators with a common diagnosis of alcoholism. However, their commanders' responses to the common problem were different.

Even though the diagnosis was similar, one commander treated the alcohol problem more severely than the other commander, both inappropriately.

In Mr. Jones' case, the commander felt he was supporting his soldier from being unfairly labelled and tried to keep him out of treatment ("hide 'em"), while in MAJ Williams' case, the commander was willing to let him be eliminated and get a COLOR ("hang 'em").

These are all too common responses of command, but there's something better to do than "hide 'em or hang 'em." That is, "*treat 'em and fly 'em.*"

Alcohol rehabilitation treatment can be eminently successful.

Commanders can help by intervening early before the alcoholism has caused damage to the soldier, family, and career. The career of flying is important and is usually the last thing to be effected.

Don't use the excuse, "Well, it hasn't affected his job," before something is done about the problem.

But isn't it dangerous, you might ask, to quickly return a known alcoholic to flying? The answer is why not, if his condition is stable and improving as might be any medical condition requiring a waiver.

It's a shame that many commanders will let the nonadmitted practicing alcoholic keep flying "as long as the drinking doesn't affect the flying."

But when that someone is identified, treated, and in an active recovery program, that individual might not be considered safe. It is thought he could slip and return to drinking.

Army accident statistics show only six accidents where alcohol was involved as a possible cause. There also are a few incidences of aviators flying, or attempting to fly, with alcohol on their breath.

These accidents and alcohol incidents mentioned, however, have been attributed to not yet identified alcoholics, not recovering ones.

Only an alcoholic aviator far down the road of his disease would let himself fly with alcohol in his system, but there are numerous anecdotal stories of flying with a hang over.

Hangovers and other residual symptoms can last for more than 24 hours after the last drink.

If an aviator's flying abilities are decremented by a hangover or other residual symptoms, it's then mere speculation how many aircraft accidents were caused by residual effects. In these cases, however, alcohol was not listed as a factor, because none was detected in the blood.

If practicing alcoholic aviators are rarely going to fly under the influence, waivered recovering alcoholics with the spotlight on

...The End!

them have an infinitesimal chance of drinking and flying.

This doesn't mean that a recovering alcoholic might not slip. However, he surely wouldn't drink and fly.

To maintain a waiver on a yearly basis, letters from the ACAPCP clinical director/counselor, commander, and flight surgeon need to be submitted, attesting to fulfillment of the waiver provisions and a continuing sobriety program.

What does the aeromedical activity look for when medically recommending a waiver for recovering alcoholics?

1) Recommendations from the ADAPCP counselor, the flight surgeon, and commander (The Total Army Personnel Command requires a recommendation from a general officer).

2) An acceptance of the diagnosis and the need to remain completely abstinent of alcohol.

3) An effective, personalized ongoing sobriety program to include regular attendance at A.A. meetings (two, three, or four times a week, depending on time in treatment). Also, using an A.A. sponsor and progressing through at least Step 4 of the 12-Step A.A. program.

4) Regular attendance at scheduled individual and group ACAPCP meetings.

Roadside Sobriety Checkpoints Reduce Alcohol-Related Vehicle Accidents

LTC Lance Luftman
Provost Marshal
Fort Rucker

Armywide, the military police have increased their efforts to get drunk drivers off the road.

Specialized training to identify a drunk driver and field sobriety testing, along with improved blood alcohol testing procedures, have made great strides in identifying drunk drivers.

Additional procedures to deal with drivers under the influence of drugs are also taught.

Roadside sobriety checkpoints are one of the most effective and efficient means of identifying drunk or impaired drivers.

The Supreme Court has authorized their use nationwide. The effectiveness of these checkpoints can be seen at Fort Rucker.

In May 1993, the commanding general directed an increase in the frequency of sobriety checkpoints at Fort Rucker.

The military police began operating the checkpoints every week. Previously, checkpoints were run monthly.

The checkpoints at Fort Rucker, along with positive command emphasis, worked.

In the fourth quarter of fiscal year (FY) 93, drunk driving dropped 45 percent from the previous quarter. It was 54 percent lower than the same quarter of FY 92.

FY 93 ended with the lowest number of alcohol-related accidents. They dropped to four, down from a high of 17 in 1990.

MPs repeatedly heard comments from soldiers and civilians that they just were not going to take the chance of getting caught at a checkpoint. It was also apparent that the use of designated drivers increased.

More Than A Higher Power

Chaplain (Major) James E. Schnorrenberg
Family Life Chaplain
Fort Rucker

Do not get drunk with wine, which leads to debauchery. Instead be filled with the Spirit.

(Ephesians 5:18)

Substance abuse destroys people physically, emotionally, and spiritually. Substance abuse problems (especially alcoholism mentioned in this writing) affect not only the individual, but the entire family.

Substance abuse problems are woven throughout the fabric of the family. Thus, treatment must address the entire family system, to include even the family of origin and adult children of alcoholics.

Although we live in a sinful world, having problems is not sinful. Somewhere along the line, we have lost a sense of "humanness."

Carder, writing in Secrets of Your Family Tree, states, "An image of perfection has become the goal of spirituality rather than an acceptance of ourselves and others and *an understanding that we are all imperfect.*

We have lost the sense that all of us need a Savior — and need each other, too" (p. 104).

Chaplains, along with the chapel community (church) can do much to help individuals and their families as they struggle with addictions to alcohol and drugs. Our primary thrust is to address this spiritual dimension that has been infected by the addiction.

While many condemn and accuse, we can show compassion and affirmation.

I believe all people are spiritual beings. We look for things to help answer or ignore the ultimate questions of life.

Chaplains can work well with biological, psychological, and social dimensions of problems. However, we also speak to the spiritual dimension of health and healing.

Secular therapy and 12-step programs alone can address the areas of education, recovery, and hope. Alcoholics' Anonymous (A.A.) is capable of bringing people to honesty and to a limited relationship with God.

However, the spiritual dimension deals with ultimate healing (transformation), forgiveness, and reconciliation with God (wholeness).

The spiritual dimension transcends the other dimensions as it deals with the aspects of meaning and purpose for living, existence, faith , forgiveness, prayer and meditation, worship, grief and loss, and the after life.

Victor Frankl survived the German concentration camps and wrote of his experience in his classic book, Man's Search for Meaning.

He stated that this striving to find meaning in one's life is the primary motivational factor in mankind.

This spiritual dimension helps us answer the questions of "Who am I?" (identity), and "What am I here for?" (meaning and purpose).

This dimension also deals with the questions we all face of pain and suffering. The violation is not merely physical, but spiritual, of one's inner spirit.

The *alcoholic* is likely experiencing a spiritual pain, such as guilt or the sorrow of shattered dreams. He may not see himself as worthy of forgiveness.

An alcoholic may come to a chaplain for help, because he sees himself as spiritually bankrupt and he sees me as being in touch with dimensions of problems. God. The individual thinks God is distant for some reason.

Our best "therapeutic intervention" here may be simply to be with that individual in his pain and point him to a source of comfort who can bring healing, acceptance, and strength to live with pain.

The Apostle Paul speaks of the spiritual dimension of a believer in a way that would fit in any A.A. meeting—

But we have this treasure in jars of clay to show that this all surpassing power is from God and not from us.

We are hard pressed on every side, but not crushed ; perplexed, but not in despair; persecuted, but not abandoned; struck down, but not destroyed.

We always carry around in our body the death of Jesus, so that the life of Jesus may also be revealed in our mortal body.

(2 Corinthians 4:7-11)

Persons in A.A. are never allowed to forget whom they are.

Each introduction states, "Hi, I'm Bill and I'm an alcoholic."

The group responds with "Hi, Bill."

This assures the person that he does not need to be ashamed of who he is, and that he is among other alcoholics, all of whom are struggling with him.

Sadly, the church is often the last place for such honesty. We put on our religious masks when our spiritual nature wants to stand and scream, "Hi, I'm Bill, and I'm a sinner."

Thus, for many, A.A. groups become their church. This is true because so often, the Church responses are judgements, indictments, and guilt trips, leaving the alcoholic religiously excommunicated.

The chapel community must be willing to practice compassion, to literally suffer with one another.

Often, the family of the addicted person is powerless and needs the congregation to intervene, so love and confrontation may be needed.

The struggle is tough whatever the addiction or compulsion. The person may relapse, slip, or begin to drift away. The support of the congregation is even more important at this time.

The person needs love, understanding, and encouragement, not judgement, accusation, and withdrawal.

Although most secular approaches recognize a spiritual dimension in the process of recovery, chaplains can help the alcoholic understand this "Higher Power."

Step Three of the A.A. 12-Step Program offers the secular approach to meeting recovering individuals' spiritual needs: "We made a decision to turn our will and our lives over to the care of God as we understand him."

Christian counselors realize that a nebulous "Higher Power" concept of God "as we understand Him" is inadequate.

For example, one of the major problems for Adult Children of Alcoholics is their understanding of God, or, more correctly, their misunderstanding of God. Their concepts of God are distorted as a result of childhood experiences.

Based on the example they have seen in their earthly father, God is typically portrayed as one of the following distorted deities: Cruel and capricious; demanding and unforgiving; selective and unfair; distant and unavailable; and kind, but confused.

With the help of a chaplain and a caring chapel community, the alcoholic can experience God's love and forgiveness, trust God's will, believe His promises, and forgive others.

Chaplains may introduce the alcoholic to the "Twelve Steps of Wholeness" as a process of cleansing one's inner life.

It is interesting to note that these "steps" were originally developed in the early church and later adapted by A.A. with much of the Christian basis ignored.

The process of recovering from substance abuse is an aspect of the entire sanctification process of conforming ourselves into the image of God. We dare not attempt this alone.

As we prayerfully and patiently persist in the counseling process, our efforts are energized by the Holy Spirit of God.

We are simply instruments in the hand of the Great Physician who is performing his "open-heart surgery" on all sin-sick people.

The division of labor is clear: *God supplies the power and direction*, yet He calls us to make the application.

Department of Army Policy for Alcohol Use by Soldiers

(Army Regulation 600-85, paragraph 1-10a)

The use of alcohol is legal and socially acceptable, but it should not become the purpose or focus of any military social activity.

Abuse or excessive use of alcohol will not be condoned or accepted as part of any military tradition, ceremony, or event.

It is Army policy to encourage soldiers and civilian employees to examine their personal use of alcohol; if necessary, they should seek assistance without fear of damage to their careers.

Commanders are responsible for informing personnel of inappropriate performance or social conduct associated with problem drinking.

Peers are encouraged to provide positive support by calling attention to problem drinking and influencing their peers to volunteer for assistance.

Command leadership will promote responsible attitudes by those who drink and acceptance of those who do not drink.

Commanders will ensure that subordinates are educated about alcoholism and its early signs and symptoms.

It is the responsibility of each individual (military and civilian) to conform to Army standards of conduct and performance of duty.

Publicity that glamorizes or encourages alcohol abuse is prohibited.

Alcoholism in Army Aviation

What Do You Understand About It? A Summary

Mr. Ted M. Walls
Public Affairs Office
Fort Rucker

Too many soldiers have misconceptions about alcohol—its causes and treatment.

Normal people can become alcoholics. Normal includes individuals who are competent, talented, and intelligent. One doesn't have to "look like an alcoholic" to be one.

If anyone drinks long enough, and heavy enough, that individual may well become alcoholic.

However, *alcoholism is a treatable and waiverable disease.* Treatment for alcoholism can be successful: 81 percent of the soldiers with alcohol problems are granted waivers and have returned to full duty. No such waived aviator has ever jeopardized Army Aviation safety.

The Substance Abusers

Individuals need to recognize and admit their loss of control before the consequences of drinking get worse. Early recognition can keep a soldier from compromising duty performance.

Any individual should recognize the danger signals before they ruin careers:

Early Signs

—Need to control time and place for drinking
—Feeling guilty about drinking
—Complaints by relatives and friends
—Needing an eye opener to prevent the shakes
—Repeatedly drinking more than intended

Late Signs

—Driving Under the Influence (DUI)
—Cirrhosis of the liver and other medical problems
—Damaged efficiency reports
—Child and spouse abuse
—Divorce

The substance abuser has lost control over the use of the substance and needs to—

1) Admit the problem.
If you don't admit your problem, you'll never solve your problem. Professionals are ready when you are ready.

2) Get help.
Discuss the problem with proper counselors and support groups. Professionals can help when you can't. Alcoholics Anonymous has an excellent track record. Don't question it...just believe it.

3) Set up a lifelong sobriety program and stay abstinent.
Continue steps necessary to avoid or eliminate the substance abuse problem.

The Recovery Process

This three-step recovery process has guidelines for the substance abuser that work. No one can hide any substance abuse problem forever. Supposedly, time alone cures all ills; however, substance abuse is an exception.

The substance abuser can't talk himself out of it, perform himself out of it, or trick himself out of it.

So what about "**closet drinkers**"?

Some won't admit that drinking is a problem. The problem here is that the alcohol problem does not stay in the closet.

Often a drinking problem is obvious, but commanders and fellow aviators ignore it.

Hiding tends only to worsen substance-abuse problems. *Those who continue hiding will eventually have increasing difficulties.*

**Don't hide 'em or hang 'em.
Treat 'em and fly 'em.**

Counselors and support groups will not hurt anyone's career. Instead, they will help improve careers. These professionals are helpful and reassuring, not threatening or punishing.

The Commanders

More commanders need to ***understand*** alcohol-abuse problems, ***recognize*** those individuals with the problems, and ***accept*** the fact that alcoholism is a treatable and waiverable disease.

The Pointers

First of all, alcoholics come in "all shapes and sizes."

Secondly, alcoholics are not liabilities. Recovering alcoholics are competent, talented, and intelligent Army aviators. They were nearly always good aviators when they drank, but they are even better and safer aviators during the recovery process.

Thirdly is the question, "How long is a soldier grounded during alcohol treatment?"

Many soldiers return to flight status sooner than expected. Soldiers are often returned to flight status in 6 months and can be recommended in as little as 3 months if doing well.

And last is the fact that waivered recovering alcoholics have never caused any Army Aviation accident involving alcohol. All accidents involving alcohol were caused by undiagnosed drinkers.

There is an extremely small risk, therefore, to flying waivered alcoholics who are in a good recovery program. Rather, the safety risk to flying is flying the untreated "closet" alcoholics.

The Recovery Program

A good recovery program and subsequent rapid return to flight status—
— Saves money for the Army
— Increases flying safety
— Improves the health and emotional well-being of Army aircrews
— Encourages aircrews to get treated earlier

A Summary : What Do You Understand About Alcoholism In Army Aviation?

Here is a list of drugs with their characteristics and consequences.

Narcotics

Narcotics, such as morphine or Demerol, are the best sources of relief from severe pain.

Narcotics can be extremely addictive and regular users will notice withdrawal symptoms that may be serious.

Alcohol

Some teenagers can become alcoholics in as little as 6 months.

The only age group in which the death rate is increasing is the teenage group — largely attributed to drinking and driving. Drinking and driving is the number one cause of death among teens. More than one-half of teenage deaths are alcohol/drug related.

One 12- ounce can of beer, one jigger (an ounce and a half) of whiskey, and one 5 ounce glass of wine all have the same alcoholic content.

The average beginning age of alcohol use is 12 years. Ninety-five percent of all marijuana smokers use alcohol first.

Getting drunk doesn't make one tall, rich, strong, handsome, smart, witty, sophisticated, or sexy.

It only makes you drunk.

Other Depressants

Examples are "downers" such as tranquilizers, alcohol, or barbiturates.

Sudden withdrawal can cause death.

Short-acting barbituates, some off-the-market sleepers, such as Quaaludes and meprobamate (Miltown), can cause agitation, seizures, and similar symptoms to alcohol withdrawal.

Although not as dangerous, Valium, Librium, and other "minor tranquilizers" also can be physically and psychologically addicting.

Stimulants

Amphetamines. "Speed" increases respiration, pulse rate, and blood pressure. Speed produces a feeling of alertness and confidence, followed by increased fatigue and depression when the drug wears off. Extended use, however, can produce anxiety and paranoid psychosis.

Ice. Ice is a slang term for the drug Crystal Methadrine processed into a smokable form. Ice is one of the strongest stimulants known.

Cocaine. Cocaine is one of the strongest stimulants and the best local anesthetic known.

The euphoria one feels during initial cocaine use is followed by depression, often resulting in psychological dependence.

Cocaine is usually administered by sniffing, but also can be injected. If treated with bicarbonate, it becomes crack.

Crack. Crack is cocaine processed into a smokable form. Crack is usually sold in small quantities — enough for one high — for a small price.

The dose needs to be increased to get the same rush, but its side effects may be lethal.

Marijuana

One joint of marijuana contains cancer causing ingredients equal to one or two packs of regular cigarettes.

It takes at least 3 weeks for the body to eliminate all of the THC (the major psychoactive ingredient) found in one marijuana cigarette.

Reaction time for skills, such as driving, is reduced to 41 percent after smoking one joint and by 63 percent after smoking two joints.

Regular users exhibit abnormal brain wave patterns.

More than 18 million people smoke marijuana monthly and more than 6 million daily.

Marijuana is often referred to as a "gateway" drug for adolescent users.

Combined with alcohol, marijuana inhibits the reflex for vomiting, enabling a toxic level of alcohol to remain in the body that may cause overdose or death.

Marijuana is often smoked, but can also be cooked in food.

LSD

LSD is a colorless, odorless, and tasteless substance sold in the forms of tablets, thin squares of gelatin, or blotter paper.

Acute anxiety, restlessness, and sleeplessness are common with LSD.

This drug induces excitement, hallucinations, usually euphoric, but sometimes "severely depressed" or paranoid state (bad trip).

PCP

"Angel Dust" produces numbness, slurred speech, loss of coordination, and rapid involuntary eye movements. PCP is really an animal tranquilizer.

PCP can produce psychoses similar to schizophrenia and amnesia while the user is on it.

PCP is often mixed with poor quality marijuana to simulate higher quality pot.

Inhalants

Common inhalants include nitrous oxide, amyl nitrite, butyl nitrate, gasoline, glue, paint thinner, typewriter correcting fluid, and aerosol sprays.

Slang names for inhalants include rush, bolt, poppers, snappers, and locker room.

Immediate negative effects of inhaling these chemicals include lack of coordination, nausea, vomiting, sneezing, coughing, nose bleeds, fatigue, and loss of appetite. Most can cause permanent brain damage.

Inhalents are the most commonly abused substances used by children and young teens.

Designer Drugs

Designer drugs are synthetic, mind-altering drugs known to cause psychological dependence. They may be narcotics or stimulants.

Designer drugs are made in backroom labs. Besides the effects of the drugs that they can imitate, they can have dangerous impurities.

Army Aviation has a very important mission:

Ensure that the movement of military personnel and equipment and necessary airlaunch firepower are when and where they should be ... on time!

Battle plans, orders, training, or equipment do not assure anyone this happens ... people do!

The will and ability of Army Aviation personnel are where our dependence lies to guarantee the Army Aviation mission.

Drug and Alcohol Abuse Division
Directorate of Community Activities
Fort Rucker

Visual Cues

Aerial Reconnaissance for Marijuana

Captain Steven A. Mechels
Company D, 135th Aviation Regiment
Kansas Army National Guard
Salina, KS

The U.S. military is fighting a war.

Unlike Desert Storm, this war has received little publicity, yet has been ongoing for a long while.

This war is taking place inside America's borders.

The war is on drugs.

The opponents are national guard and reserve units teamed with civilian law enforcement agencies against various criminal elements.

With the increasing involvement of military aviation in drug interdiction efforts, many pilots may soon find themselves performing aerial reconnaissance for marijuana.

For this reason, aviators need some knowledge on how to spot marijuana growth successfully in the United States.

Figure 1. The trail between the two plants (circled) is a visual clue for identifying marijuana. Aviators see the color of marijuana plants as darker than surrounding vegetation.

Aircrews can use many visual cues to help locate and identify marijuana.

Aircrews can use many visual cues to help locate and identify marijuana.

CPT Mechels is a former student of the Aviation Officers' Advanced Course 91-2, Fort Rucker. He has extensive experience in counternarcotic operations.

Army aviators should know these cues. These cues include many of those used when aviators look for any enemy (*Figure 1*).

Knowledge of these cues and how light and viewing angles affect their appearance is vital for successfully spotting marijuana.

Growers go to great lengths to hide their plants from aerial observation.

In the past, growers in the United States planted marijuana

Figure 2. A lack of undergrowth and linear rows are other visual clues. These marijuana plants (circled) show a "cauliflower" shape.

in large plots that often had literally hundreds to thousands of plants.

Increased law enforcement efforts are forcing growers to become more clever in concealing their illegal crops.

To do this, growers have decreased the plot sizes.

Growers often disperse these smaller plots in woodlines or forested areas. These actions have made marijuana slightly more difficult to spot.

Color

The first and most obvious cue is **color**.

Marijuana usually appears as a *bright, almost emerald-green color, often with a slight bluish tint.*

This color will have slight variations, depending on the growing conditions. Because of frequent watering and fertilizing, the plants normally will have a different color than surrounding native vegetation.

In wild patches, plants will turn yellow or die toward the end of the growing season.

This is because male plants die before female plants.

Growers usually remove male plants to prevent pollination of the female plants. The unpollinated plants produce a higher quality of seedless pot known as *sinsemilla.*

Cultivated fields will usually lack yellow or dying plants. After actually seeing marijuana plants from the air, most pilots will remember the vibrant color.

This color, therefore, is a major cue for detecting marijuana.

With use of these cues and careful reconnaissance, aviators can help win the war on drugs.

Shape and Texture

The **shape and texture** of the plants will help confirm the color cue. Marijuana usually will have one of two shapes.

The first is rather conical, much like a shaped Christmas tree. This is especially common in younger plants early in the growing season.

The second shape appears more rounded and will appear from the air to look almost like a giant green head of cauliflower (*Figure 2*). The growth of large buds on intensively managed plants creates this appearance.

The numerous fine, thin leaves of marijuana create an almost fuzzy-appearing texture when viewed from the air.

Unlike plants with larger leaves, marijuana leaf outlines are hard to distinguish, even from lower altitudes.

These shapes and textures will help to separate marijuana visually from other plants.

Pattern

Pattern recognition is an important cue to help locate plots. Natural plants do not normally grow in a linear pattern.

Figure 3. The break in natural vegetation gave this visual clue to the aviator.

Growers often will plant in a linear or circular pattern with equal distance between plants.

Often growers will cut down or thin out natural vegetation for easier planting or to allow for more light to their crop (*Figure 3*).

Learn to watch for these unnatural patterns and breaks in vegetation.

Objects Out of Place

Sightings of man-made objects **out of place** also can indicate a secret garden. With no closely available natural water source, water tanks or hoses could be a clue to a location.

Watch for vehicles and simple dwellings, such as tents or shacks, in remote locations. Check areas around abandoned cabins or homesteads carefully, especially if they show recent activity.

Fertilizer bags and gardening tools in a strange location could alert pilots to nearby plants. If something looks out of place in an area, take a second look.

Light and viewing angle can make the difference between seeing plants and missing them.

The best conditions for spotting these plants usually is from around mid-morning to mid-afternoon on fairly sunny days.

I see something you don't see!

During this time, the sun is higher, causing fewer shadows and often illuminating otherwise dark areas inside forested locations.

The main visual cues are color, shape, texture, pattern recognition, and sightings of objects out of place.

This isn't necessarily the only good time for an aviator to fly, however.

Flying earlier or later in the day can help improve color contrast, because of the lower angle of light.

Color and texture often show better from one angle as opposed to another. For these reasons, if an area appears suspicious, one overflight may not be enough.

Try different angles, altitudes, times of day, and possibly even another day, if needed.

These cues will help aviators to recognize marijuana from the air. However, these cues, although helpful, are no substitute for experience. Units involved in interdiction should give new aviators the chance to see actual plants from the air.

If this is not possible, viewing aerial photographs, slides, and video can also be of some value.

As aviators start to gain experience, these cues will become even more valuable.

With the use of these cues and careful reconnaissance, aviators can help win the war on drugs.

Good luck and happy hunting.

"BORN UNDER FIRE!"

Army Aviation Operations Other Than War in SOUTHCOM

Colonel Michael J. Van Airsdale
Commander

Captain James P. Cassella
Company Commander

128th Aviation Brigade
U.S. Army South
Fort Clayton, Panama

On 28 October 1993, the Department of Defense announced the latest twist to the war on drugs: the shift in focus from interdiction to eradication.

Interdiction efforts centered on transhipment points throughout Central America, while eradication efforts will focus on source countries in South America.

DOD support to counterdrug operations in this theater is simultaneously a joint, combined, and interagency effort, and one that relies heavily on Army Aviation.

At the forefront of these operations other than war is the 128th Aviation (Avn) Brigade (Bde), Fort Clayton, Panama.

Using FM 100-5, *Operations*, June 1993, this article addresses aviation support to operations other than war in the U.S. Southern Command (USSOUTHCOM) Area of Operations (AOR), which includes Central and South America.

The Forces

The 128th Avn Bde is assigned to U.S. Army South (USARSO), with headquarters at Fort Clayton, Panama.

Its maneuver units include both the 1-228th Avn Regiment (Regt), Fort Kobbe, Panama, and the 4th Assault Helicopter Battalion (AHB), 228th Avn Regt, Soto Cano Air Base, Honduras.

Both of these units epitomize the tenet of versatility in Army operations.

While maintaining a focus on combat readiness through a unique training methodology, they simultaneously conduct operations across the spectrum of contingency operations in a unique envrionment.

Other units within the Brigade are the 214th Medical Detachment (Air Ambulance), E/228th Aviation (Aviation Unit Maintenance), and the 195th Air Traffic Control Platoon, all in Panama.

The Environment

The environment in which the 128th Avn Bde conducts these operations is some of the most diverse and challenging faced by Army aviators anywhere.

The geography, terrain, weather, and infrastructure all combine to greatly affect operations. Commanders must integrate these as part of the mission, enemy, terrain, troops, and time available in the planning process.

The process is integral to understanding the effects these environmental conditions have on the physical dimensions of military operations.

It is not unusual for an aviator to conduct mountain, jungle, and hot weather operations all within the same mission.

The typically poor infrastructure presents further operational and logistical challenges, ranging from a lack of navigational aids to a few refueling sites.

All combine to make the U.S. SOUTHCOM AOR one of the most austere environments in the world in which to conduct operations. This is precisely why Army Aviation is so critical to the success of operations other than war in theater.

The Principles

Objective

Direct every military operation toward a clearly defined, decisive objective.

Since operations other than war are typically a cooperative effort among many agencies, a common objective is key to achieving the desired end state.

Aviation operations in Central and South America typically take place over extended lines of communication in remote areas.

Actions taken can have both operational and strategic implications. Accordingly, aviation commanders in theater must understand the strategic aim of the Commander-in-Chief, SOUTHCOM (CINCSOUTH), and ensure their actions contribute to unity of effort with other agencies.

Unity of Effort

Seek unity of effort toward every objective.

Combined, joint, and interagency operations are daily fare for soldiers of the 128th Avn Bde.

Evolving command relationships may result in aviation commanders seeking an atmosphere of cooperation to achieve unity of effort towards mission accomplishment.

Security

Never permit hostile factions to acquire an unexpected advantage.

Force protection must be integrated into every aviation mission.

The nonhostile intent of aviation support to operations other than war does not preclude risks to the force in a theater only recently more peaceful. Self-defense remains an intrinsic right.

Restraint

Apply appropriate military capability prudently.

Specific rules of engagement (ROEs) are integral to aviation mission planning and focus on self-defense.

Door gunners, used as a standard operating procedure for some countries in which the 128th Avn Bde operates, are well versed in specific ROEs.

Aviators supporting counterdrug operations must also be well versed in ROEs.

The Activities

Counterdrug support operations are but one type of operations other than war conducted by 128th Avn Bde in Central America.

Other activities routinely include noncombatant evacuation operations (NEOs); humanitarian assistance and disaster relief; nation assistance; and support to counterinsurgency.

Support to Counterdrug Operations

Providing support to counterdrug (CD) operations is a relatively new role for the U.S. Army and the number one priority of the Commander-in-Chief, U.S. Southern Command andthe Commanding General, U.S. Army South.

To enable USARSO to better support CD operations ... planning assistance teams (PATs) have been identified and trained.

PATs may be deployed ... throughout the AOR to assist Host Nation (HN) Law Enforcement Agencies (LEAs); Security Assistance Office (SAOs), more commonly known as the Military Group (MILGP); U.S. Country Teams; and supporting Drug Law Enforcement Agencies (DLEAs) in the development of plans which support CD operations.

(USARSO PAM 525-1, *PAT Handbook*, 4 May 92)

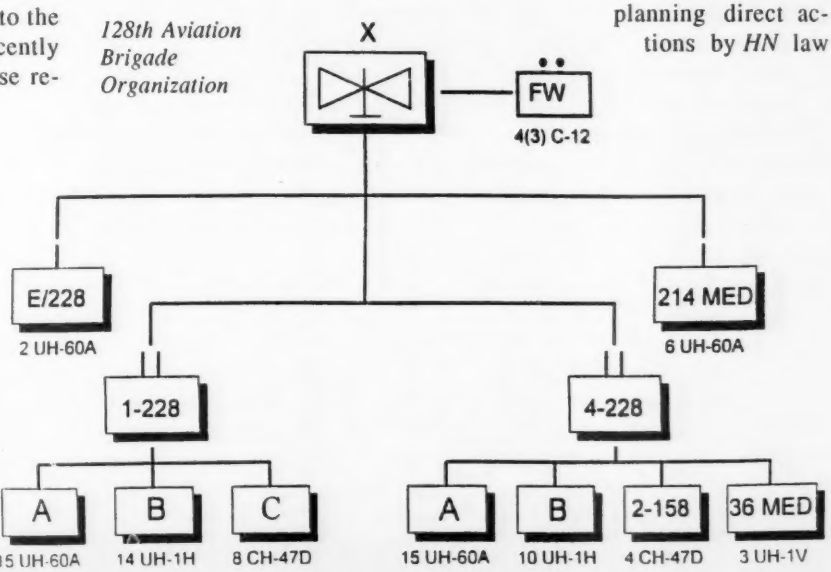
PATs provide deliberate mission planning, training assistance, and coordination of DOD support.

The Drug Enforcement Administration (DEA) operations typically rely on organic DEA and HN aircraft to conduct wide-ranging operations in remote areas.

Accordingly, Army aviators are key players on the PATs. Their role can be likened to that of an S3 Air or Aviation liaison officer (LNO).

They provide expertise in aviation operations in planning direct actions by *HN* law

128th Aviation Brigade Organization



enforcement agencies in close concert with DEA.

Those operations include tactical air movement or air assaults by HN/DEA forces. Targets include drug labs, warehouses, airstrips or other transhipment points, and safehouses of suspects.

Other missons include logistical resupply or command and control of DLEA forces. These missions are most often squad or platoon-sized, but may include HN forces up to battalion level.

Army aviators typically assist in developing paragraph 3, Maneuver, and the Aviation Annex to what is the best vehicle for these operations which is the five-paragraph order.

Simplicity is key to all planning for two reasons: the combined nature of operations and the differing levels of military experience and expertise on the DEA teams.

Army aviators assigned to PATs typically find that they are well prepared to plan such operations.

Their Army experience, a good aviation LNO's guide and such "off the shelf" doctrine as FM 90-4, *Air Assault Operations*, are good sources for planning these law enforcement operations.

Army aviators used experience gained on previous PAT deployments to assist in developing USARSO Pam 525-1, *Planning Assistance Team (PAT) Handbook.*

Armed with these planning sources and a sense of versatility and tact in dealing with outside agencies and foreign countries, the aviators are ready to face the challenge of being perhaps the only soldiers on a combined, joint, or interagency CD planning cell.

Besides planning assistance, limited use of Army aircraft can be made to support DLEA initiatives. Operational aviation support to CD operations typically includes air movement of DEA and HN personnel and equipment.

This air movement assists in positioning U.S. and host nation drug enforcement agents and their equipment within the area of operations, but not at actual targets.

Often when disaster strikes, Army Aviation assets are the only means of providing the required assistance in the remote regions of Central and South America.

U.S. policy proscribes direct action by military forces engaged in CD operations overseas, just as military involvement in law enforcement within the United States is strictly limited by *posse comitatus* [power or authority of the county].

Accordingly, air movement in direct support of CD operations or any areas where hostilities are imminent is prohibited.

As with all operations other than war, strict rules of engagement further define and limit the military role.

Similarly, air movement of prisoners and contraband can only be accomplished with a DLEA member on board.

This prevents miltary members from becoming part of the chain of custody.

Other support to counterdrug operations varys widely and has included providing maintenance or training expertise and emplacement of radar and other equipment at remote sites.

All such support is strictly governed by U.S. Code Title 10, and is carefully reviewed and approved at the highest levels on a case-by-case basis.

Noncombatant Evacuation Operations

Noncombatant evacuation operations (NEOs) relocate threatened civilian noncombatants from locations in a foreign country or HN, including U.S. citizens, selected HN citizens, or even third country nationals.

NEOs are another contingency for which the aviation soldiers of the 128th Avn Bde prepare on a continual basis.

From March to April 1993, the 4-228th AHB conducted its first ever external evaluation (EXEVAL) to Army Readiness and Training Evaluation Program (ARTEP) standards.

The EXEVAL centered on a mission to evacuate noncombatants.

It involved force projection over 570 kilometers from Soto Cano Air Base in central Honduras to an initial staging base near Trujillo on the northern coast of Honduras.

Here, the battalion conducted combat operations . These operations included combined air assaults with Honduran infantry before jumping to a forward operating base at Mocoron in tropical savannah of the Mesquite Coast.

The air assault task force secured numerous landing zones throughout the area from which to evacuate the noncombatants.

Both the 4-228th AHB and its sister battalion, the 1-228th Avn Regt in Panama, include NEOs as part of their mission essential

tasks lists.

To further their NEO capabilities and add further misson flexibility, both battalions conduct joint offshore operations with the U.S. Navy to include deck landing qualifications (DLQs).

Humanitarian Assistance and Disaster Relief

Humanitarian assistance and disaster relief often take center stage in this remote area of the world.

Often when disaster strikes, Army Aviation assets are the only means of providing the required assistance in the remote regions of Central and South America.

UH-60 Black Hawks from the 1-228th Avn Regt recently recovered remains and wreckage at the site of a civilian airliner crash in the mountains of Columbia.

The 4-228th AHB, while engaged in a major XVIII Airborne Corps exercise on the north coast of Honduras, CABANAS 93, simultaneously conducted relief operations to flood and hurricane victims in the remote Mesquite region at the urgent request of the Honduran government.

The battalion moved over 200 tons of supplies to assist over 39,000 people.

These are only a few examples of numerous humanitarian assistance missions that soldiers of the 128th Aviation Brigade conduct under some of the most challenging and austere conditions in the world.

Nation Assistance

Nation assistance supports a host nation's efforts to promote development.

Nation assistance operations include the air movement of medical, engineer, and Special Forces (SF) personnel and supplies throughout the region.

The medical teams conduct a host of operations throughout the region that provide medical and veterinary treatment to remote villagers and their animals.

Engineers build much needed roads, schools, and clinics as part of an effort to enhance the infrastructure of host countries.

The SF soldiers assist in the professionalization of host nation military forces. All of these nation assistance operations rely heavily and often exclusively upon aviation support.

Support for Insurgencies and Counterinsurgencies

Aviation support is also key to counterinsurgency operations. Aviation soldiers of the 4-228th AHB conducted tactical air movement of SF advisors assigned to the USMILGP in El Salvador during the recently concluded conflict in that country.

Conclusion

Operations other than war continue to take center stage in post Cold War Army operations.

The 128th Avn Bde is a model for versatile aviation support to such operations.

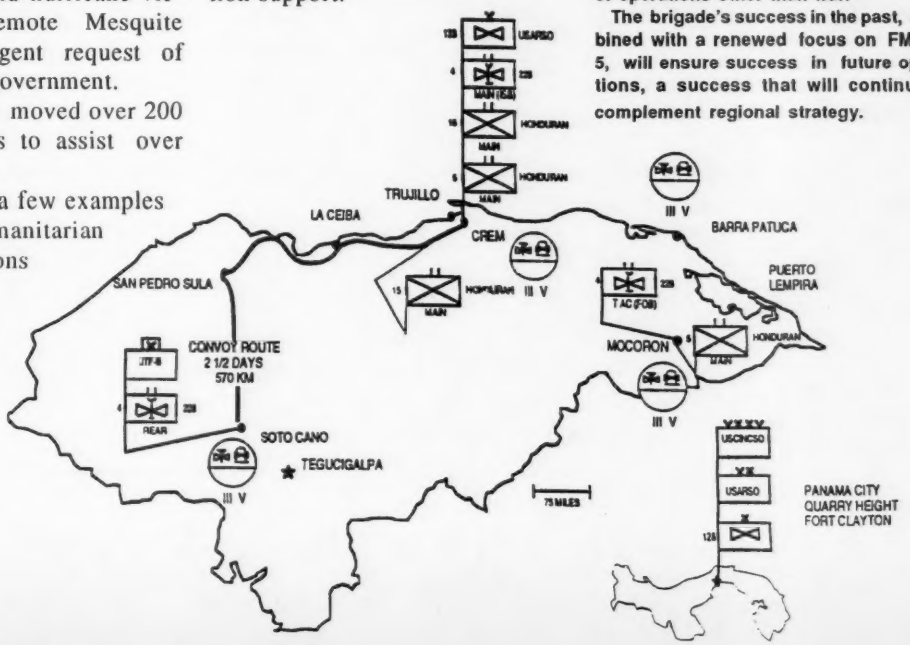
No other unit operates so routinely across the spectrum of contingency operations in one of the most remote areas of the world.

From mountainous jungle to tropical savannah to joint operation off shore, the aviation soldiers of the 128th Avn Bde conduct a myriad of missions in as many as seven countries simultaneously.

Their contributions at the tactical and operational levels are key to the success of SOUTHCOM and USARSO missions.

As U.S. counterdrug strategy continues to evolve, with a focus on eradication in South America, the 128th Avn Bde will continue to operate at the leading edge of operations other than war.

The brigade's success in the past, combined with a renewed focus on FM 100-5, will ensure success in future operations, a success that will continue to complement regional strategy.



Honduras

"BORN UNDER FIRE!"

"Winged Warriors" in Central America

LTC Bill M. Jacobs
Battalion Commander

4-228th Aviation Regiment
Soto Cano Air Base,
Honduras

Captain Harold M. Hinton Jr.
Battalion S2

"BORN UNDER FIRE!"

A motto that genuinely describes the origins of the 4-228th Assault Helicopter Battalion (AHB).

While still in its provisional stages, the battalion self-deployed more than 700 nautical miles to participate in Operation Just Cause.

As part of the 128th Aviation Brigade in Panama, these personnel contributed to the sustainment of 24-hour combat operations throughout the course of hostilities. This resulted in the battalion's first campaign streamer since the Vietnam War.

As the sound of gunfire faded, the "Winged Warriors" redeployed northward to their permanent base of operations at Soto Cano Air Base, Honduras.

The fielding of the 4-228th AHB was initiated to replace a series of aviation task force rotational units in place since the early 1980s.

Within 30 days of hitting the ground, both headquarters and headquarters company (HHC) and B Company, with its 10 UH-1H Iroquois "Huey" aircraft, were activated.

Thus began the battalion's direct support of Joint Task Force Bravo (JTFB), also with headquarters at Soto Cano.

A Company, composed of 15 UH-60A Black Hawk aircraft, was activated in the summer of 1991, dramatically enhancing the battalion's airlift capacity and support capabilities.

Today, the 4-228th AHB is composed of four companies and two Forces Command rotational units, including CH-47D Chinook and medical evacuation personnel (*Figure 1*).

To sustain operations, the battalion's maintenance company (D Company) provides both aviation unit maintenance (AVUM) and aviation intermediate maintenance (AVIM) support.

Hence, the battalion's organic maintenance organization actually consists of two levels of maintenance, the latter a 32-person AVIM platoon.

Together, these elements complement each other to support one of the highest operational tempos in the U.S. Army (*Figure 2*).

The 4-228th AHB's mission is to conduct air assault, air movement, and command and control in the Central America area of responsibility to support U.S. Southern Command military strategy.

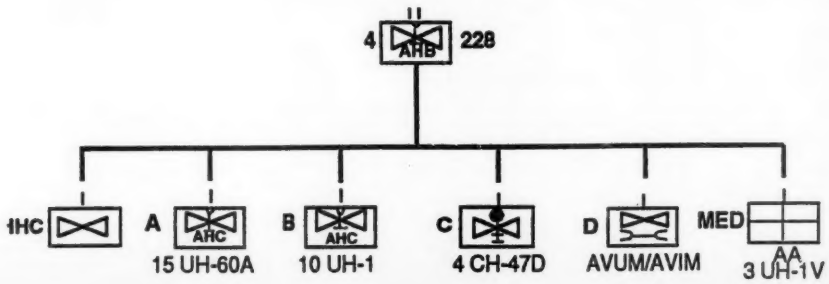


Figure 1.
4-228th AHB
Organization

The battalion's area of interests encompasses the entire land mass of Central and South America (*Figure 3*). Its area of operations includes Honduras, Nicaragua, El Salvador, Guatemala, and Belize (*Figure 4*).

Thus, the battalion is prepared to conduct its on-order mission to support contingency operations for U.S. Army South.

In fact, the battalion is trained and prepared to conduct a variety of missions spanning the operational continuum in Central America.

Blade hours earmarked for host-nation support and humanitarian aid compose a large portion of the unit's flying-hour program.

This support includes medical readiness training exercises, veterinary readiness training exercises, and immunization readiness training exercises.

This support provides the people of the region with much needed medical care they would otherwise not receive.

The battalion also provides regular support to nation-building projects.

Examples are last year's "*Fuertes Caminos '92*" in Honduras, the recently completed "*Fuertes Caminos '93*" in Guatemala, and future nation-building projects in El Salvador.

U.S. Military Group and embassy support also continue to contribute to the "high-profile" mission plate of the battalion.

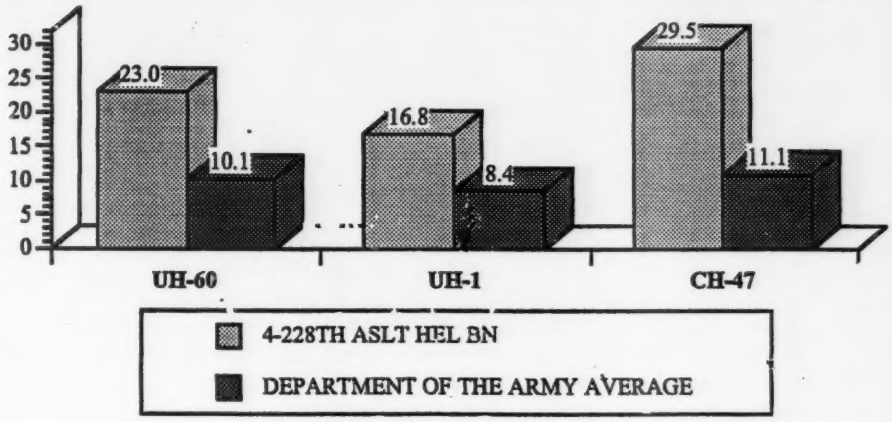


Figure 2. Flying Hour Optempo

A New Focus

With the peace accords of January 1992 in El Salvador and subsequent disarming of the active insurgent and guerrilla faction, the battalion has begun to refocus its operational priorities and intelligence collection efforts towards a new and more sophisticated enemy: the *narcotrafficker*.

It is estimated that, within the next few years, the northern coast of Honduras will become one of the major drug transshipment points in the Western Hemisphere.

The vast isolation of the northern coast with the low number of law enforcement officials combine to make this area a low-risk environment for those who engage in illegal narcotrafficking.

The 4-228th AHB support of counterdrug (CD) operations has increased dramatically in the past year and will almost certainly continue to increase in the approaching months.

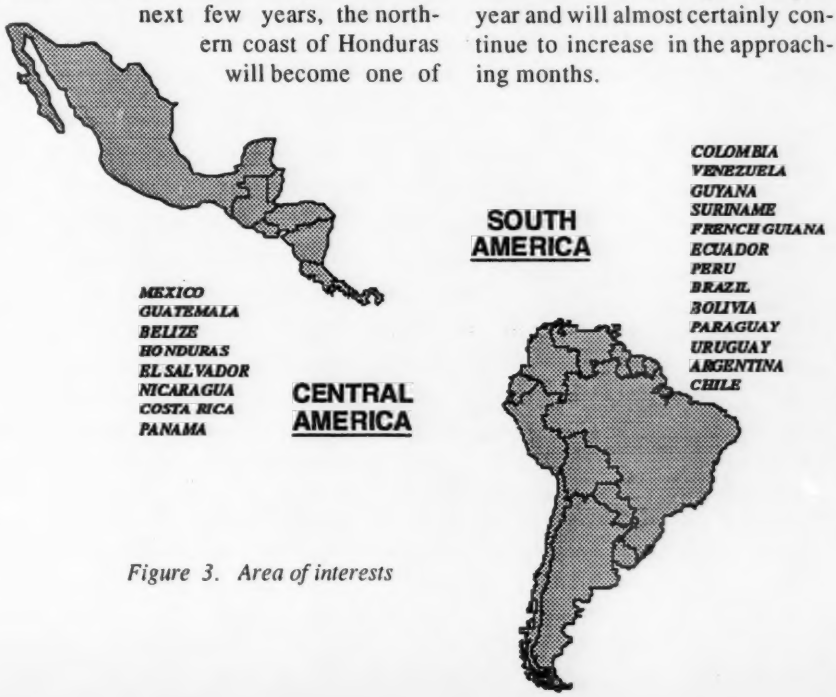


Figure 3. Area of interests

In the eyes of the government and people of Honduras, CD support has done much to justify the continued presence of and host-nation support for the U.S. military at this strategic location.

Finally, the battalion has recently initiated joint training exercises with the Honduran Army to include air assaults, aerial resupply, and command and control.

The product of this training culminated in the battalion's first-ever external evaluation (EXEVAL), Operation "*Mar Azul*."

Operation *Mar Azul*

This notional scenario focuses on an emerging insurgent group, the Popular National Front for the Liberation of Honduras. This group is transitioning from the latent incipient phase of insurgency to guerrilla warfare.

This transition includes the initiation of combat operations against the government and armed forces of Honduras.

A message from the Honduran Defense Minister to the U.S. Embassy, Tegucigalpa, proclaims the government's inability to provide for the security of any American civilians in the country.

Thus begins the battalion's first EXEVAL that, over the course of 11 days, would see the unit deploy both its ground and air assets across the entire country.

A base defense exercise on a March morning tested the battalion's ability to defend itself, execute a scatter plan, and conduct relief on station with the Army Forces of Joint Task Force Bravo.

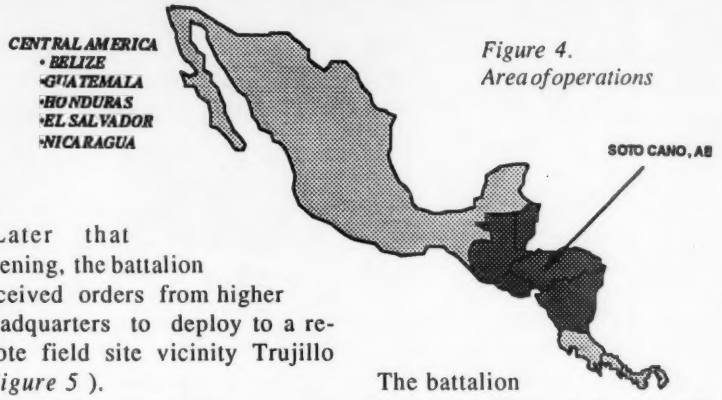


Figure 4.
Area of operations

Later that evening, the battalion received orders from higher headquarters to deploy to a remote field site vicinity Trujillo (*Figure 5*).

The orders also said to prepare to conduct noncombatant evacuation operations (NEOs) for American civilians located in the eastern portion of the country.

The following morning, a 43-vehicle convoy, led by the HHC commander, embarked on a road march of more than 2 days and 570 kilometers.

Considered one of the most hazardous driving environments in the world, the Honduran road network provided ample opportunity for the HHC commander to exercise command and control over the battalion's ground assets.

The initial deployment was completed with the breakdown of only one truck, which was recovered immediately and towed in with the rest of the convoy.

It is estimated that, within the next few years, the northern coast of Honduras will become one of the major drug transshipment points in the Western Hemisphere.

On the air side, the standardization and flight operations officers, with the intelligence officer (S2), planned and briefed air routes based on the terrain and enemy situation.

The battalion commander directed the routes be separated multidimensionally by airframe, airspace, and time. Thus, all airspace conflicts could be kept to an absolute minimum.

Once deployed, the battalion continued preparations for a mission involving simultaneous, crucially timed NEOs in three different locations, each more than 100 kilometers from the intermediate support base (ISB).

Located in the vicinity of Trujillo, the ISB (Crem) is home to the 15th Honduran Infantry Battalion.

The operations were completed without a hitch as the 4-228th AHB air assaulted elements of the 15th Infantry Battalion, Honduras (IN BN (HO)) into predesignated landing zones (LZs).

With the assistance of 721 Operations Detachment Alpha, 1st Battalion, 7th Special Forces Group already in place, the noncombatants were evacuated from the area of operations.

The noncombatants were also expedited back to Soto Cano for transport to a safe haven in the United States.

Throughout the evaluation, the battalion was called on to perform several complex and high-risk missions in support of the Honduran

Army Forces.

Significantly augmented by the commanders of the 128th Aviation Brigade and Joint Task Force Bravo, the final air assault was a fitting culmination to weeks of intensive training and preparation by the commanders, staff, and soldiers of the 4-228th AHB.

The mission called for the deployment of a slice of the battalion's air assault and airlift assets to a forward support base vicinity of Mocoron.

This location was a Honduran airstrip where the battalion established its first of three III/V forward arming and refueling points.

Once established, the forward element was to be prepared to air assault the 5th IN BN (HO) into an LZ vicinity Puerto Lempira (*Figure 5*).

The ground tactical plan called for the capture of known insurgent leaders and narcotraffickers meeting in a coastal estate.

The forward element's planning process and subsequent air mission briefing focused on the inclusion of the ground task force commander's tactical plan.

The commander's intent was to achieve the delivery of massed combat power while maintaining tactical surprise. This was ensured through a detailed rehearsal and communications exercise preceding the mission.

The results of this effort spoke for themselves.

The H-hour deviation for aircraft on the LZ was plus or minus zero seconds.

The battalion and later the ground tactical force were on-time and on-target, resulting in a highly successful mission.

The Future

By virtue of the Panama Treaty Implementation Plan, the battalion will undergo a significant expansion with the addition of C Company, 1st Battalion, 228th Aviation Regiment, in October 1994.

This expansion will result in the plus-up of four CH-47D aircraft (eight total) and 125 additional personnel.

With this growth comes an increase in construction projects at Soto Cano to include additional quarters, hangar facilities, and ramp space to accommodate the influx.

The medical evacuation element will also make the transition from a rotational unit to a permanent detachment with the fielding of three UH-60 aircraft to replace the aging UH-1Vs.

Despite efforts to curtail force structure, it remains evident that Army Aviation will remain an integral part of all future Army joint and combined operations.

As long as the Army continues to promote peace and stability in the Central American, the 4-228th AHB will be in the forefront of those efforts.

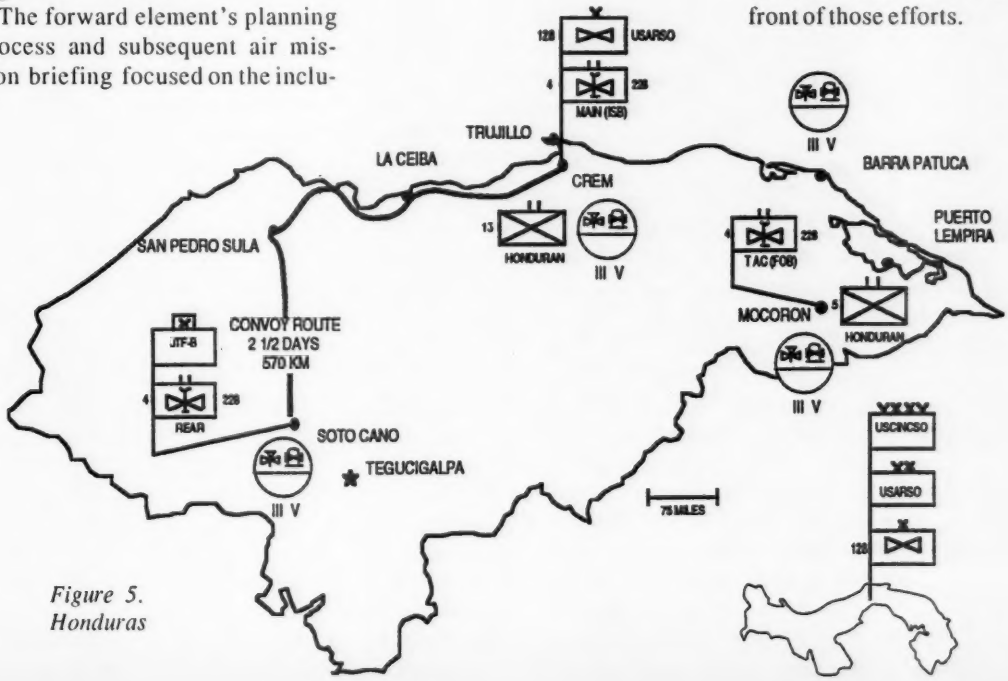


Figure 5. Honduras

IPB in a LIC Environment

Conducting military operations against an enemy force

Captain Charles E. Valentine
S2 Officer
128th Aviation Brigade
Panama

Intelligence preparation of the battlefield (IPB) is a fundamental part of conducting military operations against an enemy force. For a long time, the linear battlefield has been the primary concept of warfare used by powers that could field a sizeable conventional ground force. Without exception, well–executed IPB played an important role as to whether or not the ground commander would be successful in a given operation.

With the existence of large field armies, the concept of a linear battlefield was quite openly accepted. By merely looking at the map, there was no question as to where the line was drawn and who was on either side of that line. Even though U.S. Forces did use guerrilla tactics in World War II (WWII) (Burma), it wasn't until Vietnam that the United States was forced to seriously rethink how to conduct unconventional land warfare. With this, the tactical intelligence community had to re-evaluate how it would "prepare the battlefield" for the commander to complete his mission objective(s).

Though guerrilla warfare is not new, the U.S. military had to learn, at a high cost, that contemporary tactics and concepts will not work well in an unconventional conflict. This point is evident throughout history, against other belligerents. The Boers in South Africa 1899 to 1900, the Soviet and French Partisans in WWII, Castro's Cuban guerrillas in 1959–60, the Vietcong in 1965–75, and the Afghanistan rebels during the Soviet invasion are excellent examples.

To understand what has come to be known as low–intensity conflict (LIC), one must first re–examine the concept of a linear battlefield and the primary information requirements needed to be answered during the IPB process of a LIC battlefield. Let's look at the key points that are imperative for success in a LIC scenario from the eyes of a potential guerrilla force. A recent field exercise in Honduras (Operation Mar Azul, March 1993) will be used as an example.

A notional insurgency group, the Popular National Front for the Liberation of Honduras, planned an attempt to overthrow the legitimate government. (Please note that the national conditions and circumstances for this exercise were all notional and do not reflect the actual state of the host nation.)

Let's set the stage. The country is poor. Economic conditions are barely staying afloat with an inflation rate that makes it impossible for the country to pay the interest of its foreign debt. As a result, social services suffer. It appears the bureaucracy and the military are the only groups having two pennies to rub together. Social reforms, promised ages ago, are coming too slow for many, even slower for others. These others are the core elements that will eventually become the insurgency.

The first phase, or Level I, is to convince the population at large, through a strong propaganda campaign, that they, the insurgency, are the answer to bringing change for the better. By doing this, they establish their power base and their legitimacy. Popular support is absolutely required. With it brings hiding places, a covert intelligence network, a manpower pool, protected main supply routes (MSRs) and last, but not least, a strong logistical base. All this is collectively called "Winning the hearts and minds of the people...,"

something we failed to do in Vietnam.

The second phase, or Level II, would be to discredit the government through subversive covert action, and exploit its weaknesses by "exposing" them to the population, and at the same time prove that the insurgency can better care for the general population. This can be done by inciting demonstrations and strikes, disrupting public services, publishing antigovernment literature, or provoking over response of security forces trying to maintain the peace.

This phase also could include "incidents" whereby the insurgency helps to failure anything the government attempts to do for the people undermining the government's credibility. This would be done in such a manner as to not make it appear the insurgency had any hand in denying the people what they truly need and the government is inept in its ability to provide for its people.

This phase is critical and may go on for months or even years. However, the timeframe must be balanced in such a way that it does not go to the point at which popular support may be jeopardized.

The third and final phase, Level III, would be outright general offensive operations. Much must be done to prepare for this event—including expansion of the leadership structure, organizing the rank and file, combat training for the troops, establishing camps for training and logistical stockpiling.

All this must be done with the utmost of secrecy, less the government forces respond and destroy these preparations before everything is ready. The most important key as to when to begin general offensive operations depends on two factors: One, how successful phase two was in disrupting the effectiveness of the government with the people; and two, catching the government and its military at its lowest point of preparedness. This could be during a general war with an outside enemy or maybe a major natural disaster (as was the case of the Mar Azul exercise).

The point is an insurgency has little chance taking on a prepared military force and succeeding unless the government forces can be divided decisively. This can be done by forcing the government to deal with multiple threats simultaneously.

Case in point: While the North Vietnamese Army conducted a conventional war against the U.S./Army Republic of Vietnam (ARVN) Forces, the Vietcong conducted a highly successful guerrilla war against these very same forces. The U.S./ARVN Forces could not focus totally on either threat and eventually lost ground against both. After the United States pulled out, South Vietnam fell. In the case of the Mar Azul exercise, a catastrophic natural disaster took place dividing the attention of the host nation government between dealing with it and the insurgency.

To successfully conduct operations against an insurgency force, one must be aware of the phase level of the insurgency and conduct IPB, accordingly, to answer the questions that determine the enemy weaknesses inherent in that particular phase.

At Level I, the insurgency will be heavy into a propaganda campaign to establish popular support. Here, a counterpropaganda campaign (psychological operations) can be employed to discredit the insurgency. Locating and destroying print plants and confiscating propaganda material also play a role in this phase.

At the same time, assisting the host nation with humanitarian projects geared toward improving the quality of life for the people would go far in discrediting the insurgency. Most importantly, there must be concrete results the people can see and appreciate, not eyewash. A good insurgent propagandist can turn eyewash show into a propaganda goldmine that could blow up in the host nation's face and embarrass the visiting force as well. Assisting the host nation in intelligence collection also is important. The close collaboration and sharing of information between the host nation and the visiting force can go a long way in preparing the future battlefield to the commander's advantage.

Knowing the movements of the insurgency would provide clues as to insurgency sanctuaries, what the target population is for propaganda, how the insurgency plans to set up their own

THE IPB PROCESS

FIRST PHASE, LEVEL I: Convince the population, through strong propaganda, that the insurgency are the answer to change for the better.

SECOND PHASE, LEVEL II: Discredit the government, through subversive covert action, and exploit its weaknesses by exposing them to the population.

THIRD PHASE, LEVEL III: Conduct general offensive operations, which divide the government forces decisively, by forcing the government to deal with multiple threats simultaneously.

intelligence network, and last but not least, identifying the leaders and structure of the insurgency itself, to include its strengths and capabilities.

At Level II, the visiting force would continue to conduct the operations of Level I, but would now begin to develop security measures designed to thwart the insurgency's plans to weaken the government through terrorist actions. At this stage, the host nation and visiting force intelligence must determine what targets the insurgency would either disrupt or destroy that woud damage the government either literally or symbolically.

These targets may include, but are not limited to, public services (bus, train, or power lines); structures (government or business tied with the government); and groups or individuals (government workers, politicians, and justice figures).

Second, intelligence collection should monitor the insurgency's efforts to obtain weapons, supplies, and monetary funds to sustain present operations and prepare for expanded future operations. These collection forays could include collaboration with local drug and weapons traffickers. Incidents of armory or bank robberies, and truck highjackings should be examined closely. The difficulty will be in attempting to separate the work of the insurgency from those done by common criminals.

Security measures should be drawn up to meet requirements to safeguard the visiting force and advise the host nation of measures to take to counterinsurgency plans. Also, measures should be taken to coordinate with the visiting forces embassy to share intelligence information and to locate all civilians in the event of evacuation, should it become necessary. Though outright combat is not associated with dealing with a level two insurgency, every precaution should be taken to defend the force from possible covert operations by the insurgency. However, in most cases, insurgency forces would not normally attack visiting forces so as not to provoke further involvement by the country of the visiting force; however, the insurgency would make every effort to strain all ties between the host nation and the visitors to minimize coordinated efforts to counter their moves.

As mentioned earlier, this phase could last months or even years and depend on a lot of factors. These would include. but would not be limited to, the present state of the government (corruption or burdensome beauracracy, etc.); form of government (dictatorship, junta, or elected official); and financial state of the nation (inflation, foreign debt, etc.).

Social and human rights issues, large disparity in social classes, relations with neighboring countries, and perceived meddling by out of country interests are additional points to consider. Any and all of these factors could be the linchpin the insurgency would try to exploit while preaching that they (the insurgency) have a better solution.

The third and final phase begins when the insurgency, after analyzing the situation, commences full-scale combat operations. The key to their success will depend on an incident, or a number of incidents, either linked or happening in concurrence. These "incidents" could be any number of occurrences: the assassination of the host nation leader; general insurrection by the population, incited by a successful insurgent propaganda campaign; a catastrophic natural disaster; or the outbreak of hostilities between the host nation and a neighbor. The key as to when the insurgency would commence general offensive operations is when they believe the government has been weakened to the point that it can only commit a portion of its resources to check the guerrilla attack while being preoccupied dealing with other emergencies deemed more threatening to the survival of the nation.

The visiting force would be committed to protect the lives of noncombatants (more specifically, U.S. citizens). It would commence operations to disrupt the guerrillas' ability to continue general combat operations. As in the previous two levels, intelligence collection and IPB must continue.

Key questions to be answered would include the locations of guerrilla concentrations, base camps, log sites, MSRs, safehouses, weapons cache sites, potential targets, and, overall, the strategy the insurgents plan to use to overthrow the legitimate government.

Linear battlefield concepts discuss the main battle area, deep strikes, rear area operations, and the like. However, in the LIC battlefield, the main battlefield, the rear area, and the deep strike targets are in the same place, basically all around you. An attacking force must be prepared to strike out in any direction from its 360–degree perimeter in a coordinated operation with the host nation or on independent missions to assist the host nation and for self–preservation.

Think of it as the firebase of Khe San (Jan–Feb 1969); you can't draw a line on a map to show the enemy positions; you draw a circle and everything outside that circle is potentially enemy territory. The intelligence preparation of a LIC battlefield can draw much from earlier battlefield concepts; however, as one can see additional thought must be undertaken to deal with a LIC guerrilla scenario. Unlike a conventional enemy, an insurgency force can strike anywhere, and at any time. It may hit targets that a conventional army would never consider. It may assume a shape that would defy logical military structure and is bound by no international law of warfare. In a LIC scenario, anything goes and the same can be said about IPB in this kind of warfare.

Killing Air Defense Artillery In Low-Intensity Conflict

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Senior Assault Company Observer/Controller

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Joint Readiness Training Center
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This scenario could well take place, either at the Joint Readiness Training Center (JRTC), Fort Polk, or in a real low-intensity conflict somewhere in the world.

Captain (CPT) Roach was monitoring his radios intensely.

After deploying to Atlantica one week ago, his assault helicopter company was conducting its first mission: Destroy a known enemy SA-14 (armor) site along the primary route to be used by the infantry task force conducting an air assault the next evening.

To accomplish the mission, the aviation task force commander was employing an attack helicopter company (AH-64 Apache); assault helicopter company (UH-60 Black Hawk); attached infantry company; and a field artillery battalion in direct support.

The attack company already had reported it was engaging the site with direct and indirect fires.

His first platoon leader had just called short final for his loading zone (LZ) after the scouts had called the LZ cold.

The UH-60s were inserting an infantry platoon to confirm the destruction of the air defense artillery (ADA) site and to flush out any survivors.

The attack company commander reported he was shifting both direct and indirect fires on the objective to allow the UH-60s to get into their LZ safely.

Fifteen minutes later, the infantry platoon leader reported the objective secure and capture of an SA-14 launcher, 10 rounds, one prisoner of war, and two enemy killed in action.

CPT Roach would not need to conduct the second portion of his mission that was to insert the rest of the infantry company, acting as the ready reaction force, in support of the initial insertion.

The first platoon was extracting the infantry platoon they had inserted, as well as the captured equipment and personnel.

They would return them to the assembly area and then join the rest of the company to prepare for the next night's air assault.

Aviation units must use certain procedures to plan and prepare for low-intensity conflicts. One of the goals of this article is to explain some tactics and techniques aviators may employ in dealing with the threat.

An operation to destroy a shoulder-launched ADA threat has three distinct phases: *planning, preparation, and execution.*

This article addresses two possible scenarios in which this operation may be conducted.

The *first scenario* is the deliberate attack against a known ADA location, such as the scenario already described.

The *second scenario* describes the actions taken on contact by a force when engaged by an enemy ADA site that was unknown to the force. Basically, it amounts to a hasty attack.

Planning Phase

The key elements of this phase to accomplish are situational templating of enemy ADA systems; development of low-risk flight routes; identification of high-risk areas along routes; and development of measures and battle drills to counter the threat.

Also, the commander must determine whether to conduct the mission during the day or at night.

Situational templating of enemy ADA systems begins with the intelligence officer coordinating with the ADA officer to determine probable enemy ADA locations.

Once the ADA locations are templated, the intelligence officer analyzes the line of sight (LOS) of the enemy ADA systems at each of the templated locations.

LOS products, such as terra-base and visual area plot, will assist graphically in identifying areas where the enemy ADA threat can and cannot engage aircraft at different altitudes within the range of the weapon system.

The next step is developing low-risk flight routes by the operations officer, based on the templating and LOS analysis discussed earlier.

The operations officer then identifies high-risk areas along the routes and determines how to minimize that risk in coordination with the fire support officer (FSO) and the Air Force liaison officer.

Some suggested measures and battle drills in combating the ADA threat in high-risk areas are suppression of enemy air defenses (SEAD); alternating flight techniques; employing organic attack assets; integrating air force assets; and use of light infantry troops to neutralize the threat.

When considering conducting the mission at day or night, commanders must consider what advantages and disadvantages result from the selected time frame.

The primary advantages of night operations are the technological advantage of our night capability over that of our enemies and the increased survivability of our aircraft, because of the enemy's decreased capability to acquire our aircraft at night.

Some disadvantages of night operations are as follows: greater risk for the infantry platoon when inserted on the objective and difficulty in adjusting and controlling direct and indirect fires.

The advantages of day operations are ease of target identification and a lower risk to the infantry platoon.

When deciding what time the operation will be conducted, the operations officer must focus on aircraft

Abbreviations for Figures

AA/PZ	*assembly area/pickup zone*
ACP	*air control point*
OBJ	*objective*
RP	*release point*
SP	*start point*

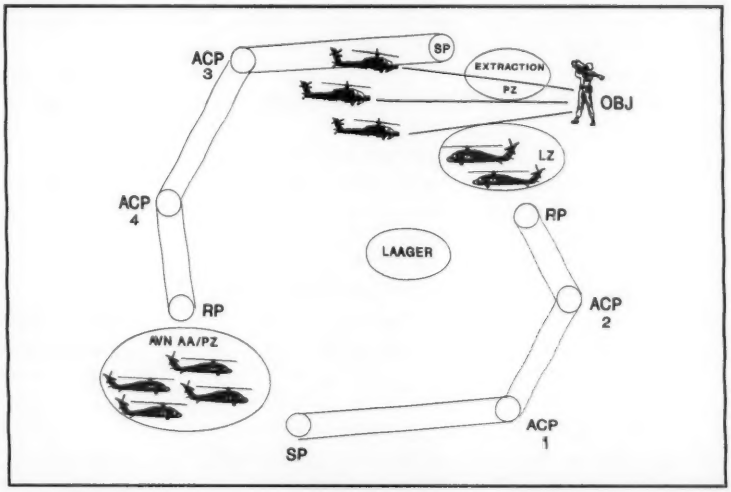


Figure 1

The observations in this article were consolidated in a white paper and refined in a proposed tactics, techniques, and procedures (TTP). To get a copy of the proposed TTP, write to Commander, JRTC, ATTN: Aviation Division, Fort Polk, LA 71459.

capabilities, weapons and acquisition systems effectiveness, and aircrew proficiency level.

Also, consideration should be given to what effect the time will have on infantry and enemy capabilities.

Preparation Phase

The air mission briefing for this mission must be attended by the key leaders from all the units involved.

As a minimum, the aviation task force commander, the executive officer, S3, S2, and FSO, as well as the company commanders and platoon leaders (aviation and infantry) taking part in the mission, should attend.

The briefing should be given in the five-paragraph format and should cover all aspects of the mission, to include the mission time line, execution matrix, and actions on contact in the objective as well as en route to and returning from the objective. Ample time should be allowed to conduct rehearsals.

Any "kinks" in the mission not uncovered earlier should be discovered and resolved during the rehearsals. In doing all this, the task force staff must remember to leave time for company commanders to brief and prepare their companies.

Besides conducting a detailed air mission briefing and rehearsal, commanders should ensure all aircraft involved have aircraft survivability equipment installed and operational and are armed with the proper munitions for the mission.

Fast rope training for both aircrews and infantry is essential.

Execution Phase for Deliberate Attack on Known ADA Site

The aviation task force organization for this scenario consists of the following: aviation unit maintenance (AVUM) company (plus); two attack helicopter companies; assault helicopter company; headquarters and headquarters company (HHC); infantry company (attached); and medical evacuation (MEDEVAC) platoon (attached).

After the planning and execution phases are complete, the execution phase time line will be initiated as briefed.

The execution phase begins with SEAD being fired on known and templated ADA threats en route to the targeted enemy ADA site.

Attack aircraft and field artillery preparatory fires on the site are initiated and controlled by attack helicopters. As the assault aircraft enter the objective area, direct and indirect fires are shifted by the attack helicopter element (*Figure 1*).

Control of all fires is handed over to the infantry once it is assaulted on the objective.

Infantry is assaulted directly on the objective to confirm the destruction of the site. If the site were not destroyed, the infantry would finish the destruction of the site.

If necessary, a reaction force can also be called forward and inserted to support the original infantry force.

The reaction force will have attended all briefs and included in all rehearsals. The ideal situation would have them located in a laager site loaded in aircraft ready for instant launch.

Attack aircraft will continue to overwatch and provide communication between the infantry, fire support assets, and reaction force.

If available, AC-130 gunships can assist the infantry in locating targets and provide precision close air support.

When the objective is cleared and secured, the infantry will call for extraction. Attack aircraft will cover the assault aircraft during the extraction and provide security for the

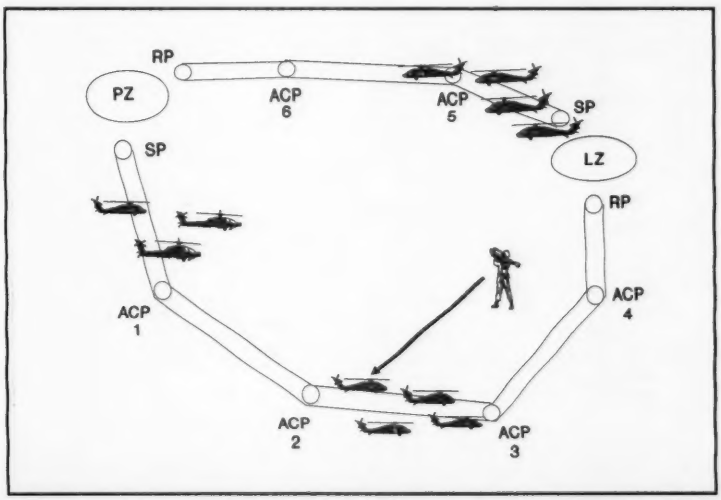


Figure 2

Tactics, techniques, and procedures of destroying a shoulder-fired ADA weapon system given in this article are based on observations by JRTC observers/controllers .

flight back to the assembly area.

If the pickup zone (PZ) is hot, the infantry commander may direct the extraction be made from an alternate PZ and may request suppression from attack aircraft, artillery, and AC-130 aircraft.

All these contingencies will have been reviewed and rehearsed during the preparation phase of the operation.

Execution Phase Against an Unknown Site

The aviation task force organization for this scenario consists of the following: AVUM company (plus); two attack helicopter companies; assault helicopter company; HHC; infantry company (attached); and a MEDEVAC platoon (attached).

The attack of an unknown ADA is initiated after aircraft are engaged by an ADA system that was not templated. Attack and assault aircrews must immediately execute pre-planned actions on contact.

These actions must be familiar and briefed to all aircrews involved in the mission. Infantry located on board a UH-60 trailing the flight must be ready to execute their tactical plan.

The detailed planning, briefing, and rehearsing required for this mission are the same as described earlier in the article.

The mission should be similar to the following. The mission will take off on its route as briefed.

The SEAD plan also will also be initiated as briefed. At some point along the route, the flight is fired on by an enemy ADA system (*Figure 2*).

The flight immediately initiates actions on contact. The attack aircraft will immediately suppress and maneuver on the site.

The missile's smoke signature will identify the enemy location. Attack aircraft will engage the site with organic weapons, attempting to destroy the ADA team.

The UH-60, undercover of the fire provided by the attack aircraft, will insert the infantry as close to the ADA site as possible.

If a suitable landing zone is not available, the infantry must be able to conduct fast rope operations (*Figure 3*).

Once on the ground, the infantry maneuvers on the site to confirm the enemy ADA weapon system was destroyed. If it were not destroyed, the enemy must find, fix, and destroy the ADA team.

If necessary, the infantry can use attack aircraft or artillery to support them as well as call in the remainder of the infantry company to help locate and destroy the ADA team.

The key to destroying the ADA team is to react immediately with attack aircraft and infantry.

In this scenario, the attack and reaction force aircraft were located behind the flight. Their position is not so important as their ability to provide security for the mission.

They may be located behind the flight, beside the flight or located in overwatch positions along the route. The key is that they are able to provide an immediate and violent response.

Conclusion

The tactics presented in this article are debatable. Tactics vary with the situation and should vary to avoid predictability.

One of the main goals of this article is to get aviators thinking about how to deal with this threat.

The key things to remember are—

1) the detailed planning and preparation necessary to conduct these operations, and

2) how rapidly and violently to execute the operations.

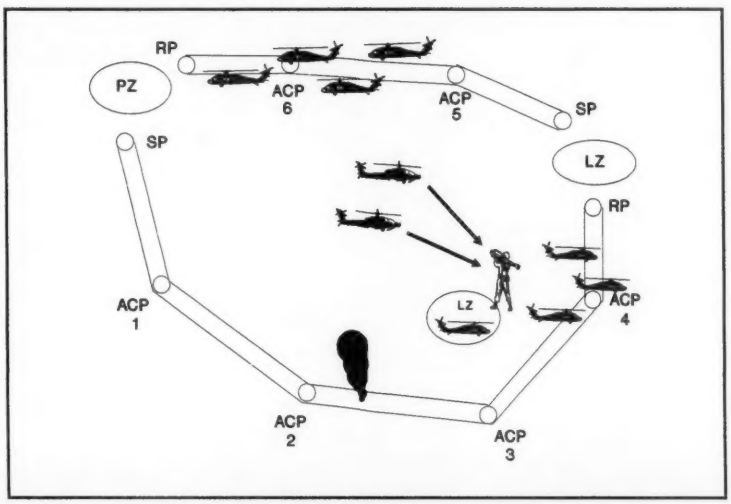
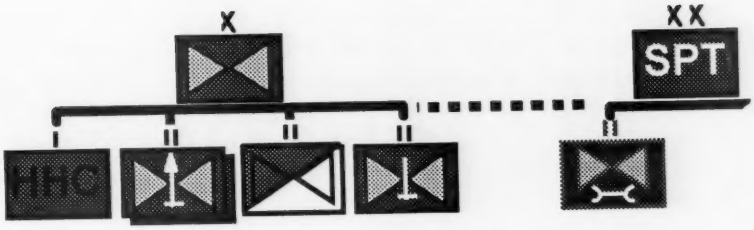


Figure 3

AVIATION RESTRUCTURE INITIATIVE—

The Divisional Aviation Brigade



Major(P) Jerry K. Hill
Deputy Chief, Aviation Restructure Initiative Team
Directorate of Combat Developments
U.S. Army Aviation Warfighting Center
Fort Rucker, Alabama

This is the second in a series of articles on the Aviation Restructure Initiative (ARI). The first article, "Aviation Restructure Initiative—The Way to the Future," by Lieutenant Colonel Rick Scales, *Aviation Digest* September/October 1993 issue, discussed the methodology of ARI development and impacts on the total aviation force structure. This article discusses the impacts and changes to the divisional aviation brigade. Personnel and aircraft numbers are based on table of organization and equipment (TOE) requirements and do not necessarily reflect modified TOE numbers or what is currently in units. Personnel numbers in the cavalry/reconnaissance squadrons are for the aviation elements only. Other differences may exist because of the level of modernization of individual units.

The foundation for aviation structure is the aviation brigade. The brigade is designed for employment at the division, corps, and theater level. Each brigade has combat, combat support, and combat service support elements. The divisional brigades were designed to meet the specific requirements of each type of division—heavy, light, airborne, and air assault.

The previous article discussed the goals of the ARI and how they were achieved. As a reminder, the goals of the ARI effort were to fix Army of Excellence (AOE) deficiencies, reduce logistics requirements, drive down costs, and retire old aircraft. Two significant restrictions while accomplishing the goals were: to stay within the manpower resource box and stay within the current modernization plan.

In achieving the goals, every aviation unit was evaluated to determine what contributions it made to the warfighting and mission requirements. Every element within each unit was analyzed to determine what changes could be made to accomplish the ARI goals. Deficiencies created by the AOE design fall into two general categories: warfighting and logistics.

The previous article outlined the general changes needed to correct the AOE deficiencies. In general, the changes built into the ARI design are to—

- Consolidate low–density aircraft including those assigned to the aviation intermediate maintenance (AVIM) company into a single unit in the brigade.
- Create homogeneous units (units with one type aircraft).
- Replace the nonmodernized UH–1 Iroquois and OH–58A/C Kiowa aircraft with modernized aircraft.
- Increase the number of logistics personnel by resourcing units at 100 percent of the maintenance allocation requirements criteria (MARC) and adding an assistant crewchief for utility aircraft.
- Increase headquarters personnel requirements to sustain 24–hour operations.

This article discusses the specific changes and resulting unit designs. These changes focused on preserving and enhancing combat effectiveness while eliminating unnecessary overhead and structure. Structure was reduced within the guidelines of the Total Army Analysis 2001 (TAA 01), which is a biannual process that evaluates the Total Army force and determines what the proper allocation of forces should be to accomplish the mission.

Results of the ARI analysis for each type of divisional aviation brigade follow. In every case there is an interim and objective ARI organizational design with the primary difference being introduction of the RAH–66 Comanche as the objective reconnaissance/armed reconnaissance system for the future.

HEAVY DIVISION AVIATION BRIGADE

The heavy division aviation brigade is organized with attack, cavalry, and utility assets. Figure 1 depicts the changes ARI brings to the brigade. TAA 01 recognized a requirement of two attack battalions per heavy division. However, because of resource constraints, most heavy divisions will be resourced with only one attack battalion. Brigade headquarters and headquarters company (HHC) will increase from 80 to 92 personnel.

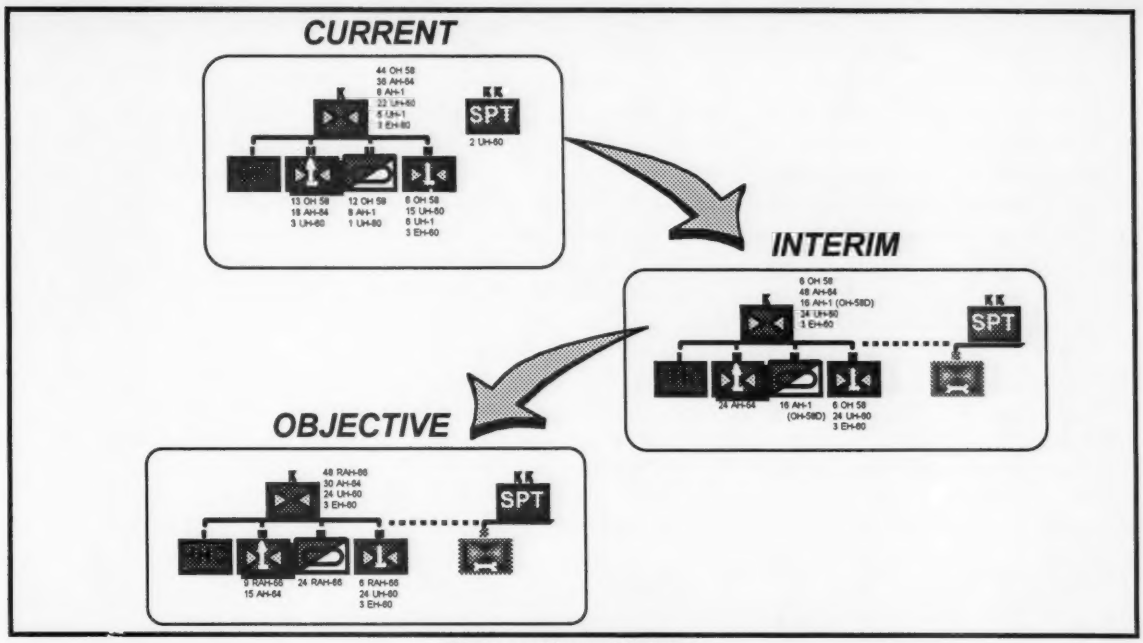


Figure 1. Heavy Division

Attack Battalion. The current attack battalion is organized with an HHC having three UH–60 Black Hawks; one OH–58A/C; three line companies with four OH–58A/Cs and six AH–64 Apaches; an aviation unit maintenance (AVUM) company; and a total of 300 battalion personnel. To meet the goals of ARI, the utility aircraft will be moved to the general support aviation battalion (GSAB). This will improve maintenance management, reduce logistics requirements, and reduce the number of personnel required. The OH–58A/C performing the aeroscout mission was determined to be incompatible with the AH–64 attack aircraft and contributed minimally to warfighting. As an interim solution, the OH–58 A/Cs will be replaced by AH–64s performing the scout mission. The ARI attack battalion will have three line companies of three AH–64 scout and five AH–64 attack aircraft each for a total of 24 AH–64s and 302 personnel. The objective force will replace the AH–64 scout aircraft with the Comanche.

Cavalry Squadron. The current heavy division cavalry squadron has a headquarters and headquarters troop (HHT) with one utility aircraft and two air cavalry troops with six OH–58A/C and four AH–1 aircraft each. This unit is currently manned with 127 personnel. Like the attack battalion, the utility aircraft will move to the GSAB under the ARI design. The air cavalry troops will be reorganized in the interim with either eight OH–58D Kiowa Warrior or eight AH–1 Cobra aircraft each, and a squadron total of 124 personnel. The objective design is for each troop to be organized with 12 RAH–66 Comanche aircraft. The interim organization has only eight aircraft per troop because of the limited number of Kiowa Warriors in the fleet. This creates some near–term risk but gives more units the greater capability offered by the Kiowa Warrior.

General Support Aviation Battalion. Most of the heavy divisions have created a provisional command aviation battalion (CAB) consisting of two companies: a command aviation company (CAC) and an assault company. The CAC has six UH–1s, three EH–60 Black Hawks, and a target acquisition reconnaissance platoon (TARP) with six OH–58A/C aircraft. The assault company has 15 UH–60s. The provisional CABs have a total of 30 aircraft and 264 personnel.

Under ARI, the GSAB will have four companies, a CAC, two support aviation companies (SAC), and an AVUM. The CAC will have eight UH–60s, six resourced with command consoles; three EH–60s; and the TARP with six OH–58A/Cs. In the objective design, the OH–58A/Cs will be replaced with RAH–66s. The CAC will provide command and control (C^2) aircraft to the aviation brigade HQ, the attack battalion, the cavalry squadron, and the division HQ. Two SACs with eight UH–60 aircraft each will provide general support to the division as a whole to include the aviation brigade, the attack battalion, the cavalry squadron, and the division aviation support battalion (DASB). The GSAB will have a total of 33 aircraft and 327 personnel.

Division Aviation Support Battalion/AVIM. The aviation brigade in the current heavy division is provided maintenance support from the division support command (DISCOM) and its AVIM company. Ground maneuver brigades receive dedicated

maintenance support from their forward support battalions (FSBs), which greatly enhances their capabilities and readiness. The aviation brigade, an air maneuver brigade, would also benefit from this same level of dedicated maintenance support. One of the most significant deficiencies created by the AOE structure was in maintenance support to the aviation brigade. ARI creates a DASB, which functions similarly to an FSB in that it provides dedicated maintenance support to the aviation brigade for both air and ground equipment. The number of personnel assigned to the DASB will vary between 387 and 456 depending on numbers and type of assigned aircraft.

The approach to restructuring the light, airborne, and air assault divisions was similar to the heavy division with similar results. The ARI did not create a DASB for the light, airborne, and air assault divisions. They will continue to get support from the AVIM assigned to the DISCOM, ARI did resource those AVIMs at 100 percent of the MARC making significant improvements in the maintenance capability. A current study is in progress to determine the feasibility of resourcing the light divisions with a DASB.

LIGHT DIVISION AVIATION BRIGADE

Figure 2 shows the changes to the light division. The TAA 01 allocation rules provide the light divisions with one attack battalion, one assault battalion with two assault companies, and one reconnaissance squadron with two air cavalry troops. The brigade HHC will increase from 150 to 187 personnel.

Attack Battalion. The attack battalion in the light division is currently organized with an HHC having three UH–60s and one OH–58A/C, three line companies with four OH–58A/Cs and seven AH–1s each, an AVUM company, and a battalion total of 240 personnel. Under ARI, the utility aircraft will be moved to the assault battalion. The OH–58A/C aircraft will be replaced by AH–1s performing the scout mission. The interim light attack battalion will have three line companies of three AH–1 scouts and five AH–1 attack aircraft each for a total of 24 AH–1s and 201 personnel. Some attack battalions will have OH–58Ds instead of AH–1s. As Kiowa Warriors become available, AH–1s will be replaced by OH–58Ds. The objective light attack battalion will be equipped with 24 RAH–66s.

Reconnaissance Squadron. The air cavalry troops in the light cavalry/reconnaissance squadron are the same as those in the heavy division cavalry squadron. The current light reconnaissance squadron has two air cavalry troops and 95 personnel. The ARI changes to the light division air cavalry troops will be the same as for the heavy division; the squadron personnel total will be 102 personnel.

Assault Battalion. The current assault battalion has an HHC, a CAC with six OH–58A/C and three EH–60s, two assault companies with 15

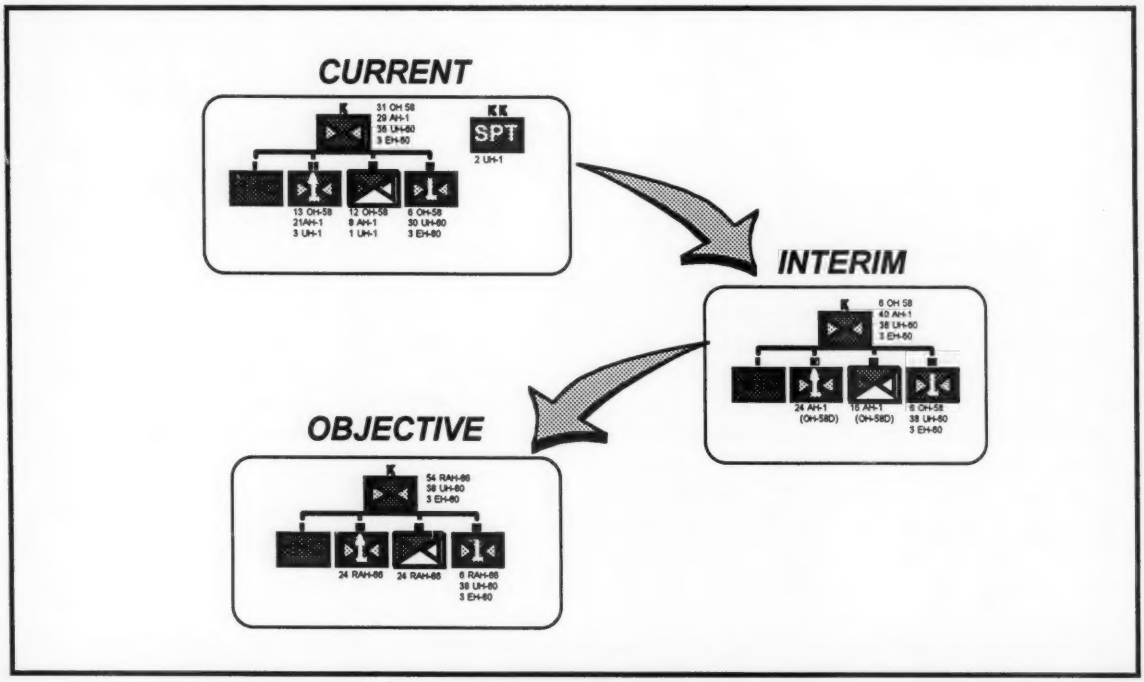


Figure 2. Light Division

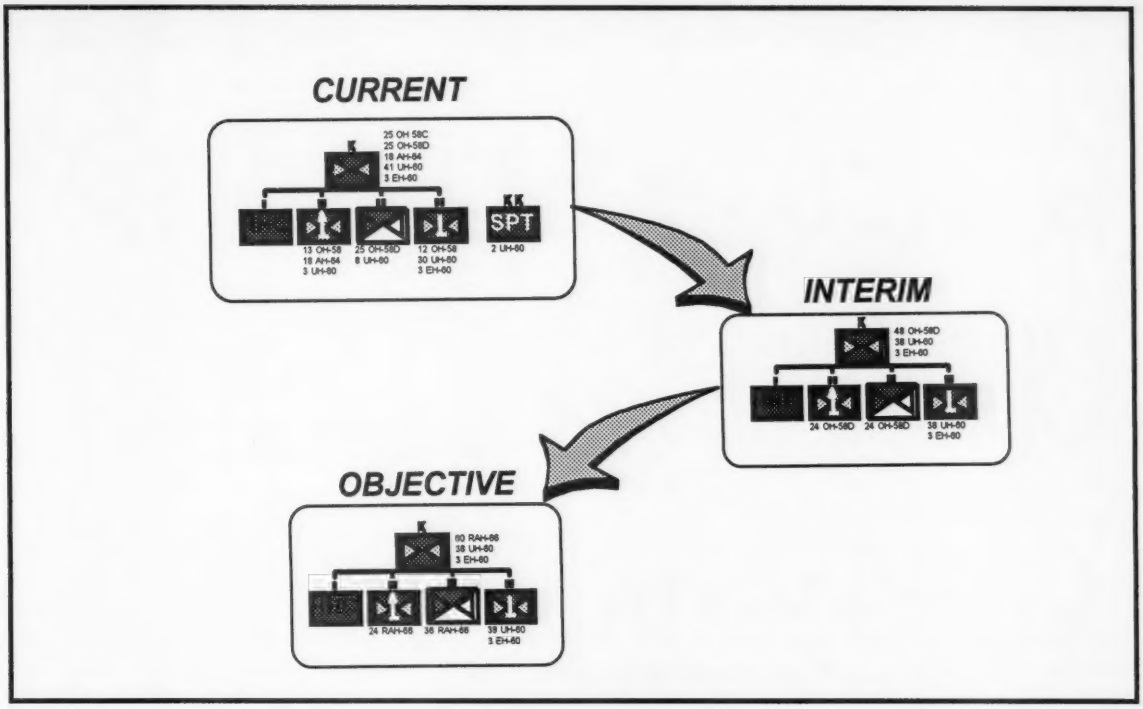


Figure 3. Airborne Division

UH–60s each, and an AVUM company for a total of 284 personnel. Within the assault battalion, ARI will replace the six OH–58A/Cs in the CAC with eight UH–60s. The CAC will provide C^2 similar to the heavy division. To correct the maintenance personnel shortfall, the battalion will be resourced at 100 percent of the MARC and with assistant crewchiefs bringing the total personnel to 316.

AIRBORNE DIVISION

Figure 3 shows the changes to the airborne division aviation brigade. The TAA 01 allocation rules provide the airborne division with one attack battalion, one assault battalion with two assault companies, and a reconnaissance squadron with three air cavalry troops. The brigade HHC will increase from 145 to 192 personnel.

Attack Battalion. The airborne division attack battalion is currently organized with 13 OH–58 A/Cs, 18 AH–64s, three UH–60 aircraft, and 300 personnel. When it converts to the ARI design, the battalion will be resourced with 24 OH–58Ds and 229 personnel in the interim and 24 RAH–66s in the objective force.

Reconnaissance Squadron. The airborne division reconnaissance squadron currently has an HHT with one OH–58D, three air cavalry troops with eight OH–58Ds each, a utility troop of eight UH–60s, and a total of 286 personnel. In the interim, ARI will move the eight UH–60s to the assault battalion and remove the OH–58D in the HHT, leaving the three air cavalry troops and a total of 245 personnel. In the objective design, the air cavalry troops will be resourced with 12 RAH–66 aircraft each.

Assault Battalion. The current assault battalion has two assault companies of 15 UH–60s each and a command company with 12 OH–58A/Cs, three EH–60s, and a total of 310 battalion personnel. ARI will replace the OH–58A/C aircraft with eight UH–60s to provide the division C^2 aircraft, and a battalion total of 316 personnel.

AIR ASSAULT DIVISION

Figure 4 shows the changes to the air assault division aviation brigade. The TAA 01 allocation rules provide the air assault division with three attack battalions, three assault battalions with two assault companies each, and a reconnaissance squadron with four air cavalry troops. The brigade HHC will increase from 76 to 98 personnel.

Attack Battalion. The air assault division attack battalions are organized the same as those in the heavy divisions. Three attack battalions are allocated to the air assault division. The ARI changes to the air assault division attack battalions will be the same as those for the heavy divisions.

Reconnaissance Squadron. The reconnaissance squadron in the air assault division has an HHT with one OH–58D, four air cavalry troops of

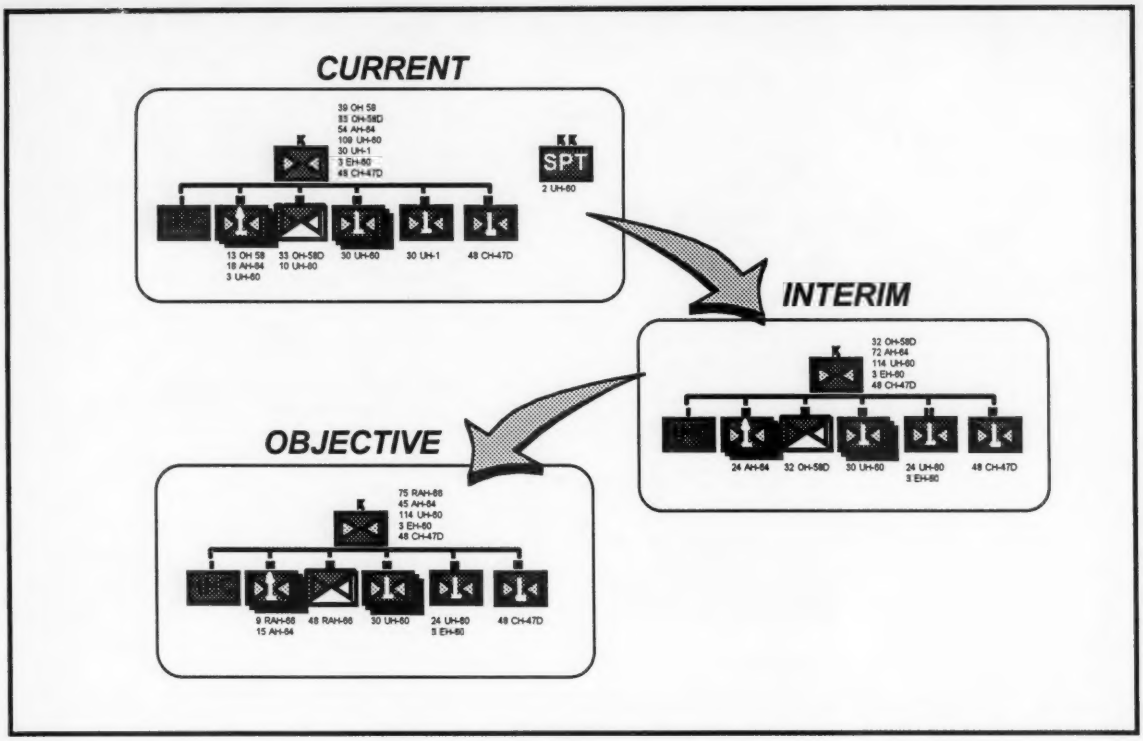


Figure 4. Air Assault Division

eight OH–58D aircraft each, an assault troop with 10 UH–60s, and a total of 375 personnel. Under ARI, the assault troop and OH–58Ds in the HHT will be removed leaving the four air cavalry troops and a total of 316 personnel.

Assault Battalion. The air assault division is resourced with three assault battalions, which are organized with two assault companies of 15 UH–60s each and a total of 338 personnel. The ARI changes are similar to the light division and will resource each battalion with 318 personnel.

Command Aviation Battalion. The current CAB is now resourced with 30 UH–1s and 335 personnel. The ARI will resource the CAB with three EH–60s and two CACs, and one SAC of eight UH–60s each and a battalion total of 352 personnel.

Medium Helicopter Battalion. The air assault division has an organic medium helicopter battalion currently resourced with 48 CH–47D Chinooks and 668 personnel. Structural changes to the battalion were not made through ARI; however, in correcting AOE deficiencies, 96 positions were added for a total of 764 personnel.

CONVERSION TIMELINES

The ARI was approved on 3 February 1993 and two units are scheduled to begin converting in fiscal year (FY) 1994. Tentative conversion dates have been established for all units. In general, the majority of the aviation force is scheduled to convert to the ARI design between FY95 and FY98.

SUMMARY

The goals established for the redesign of aviation were accomplished with the ARI. The resulting aviation force will be capable, fightable, sustainable, and more affordable. A recent U.S. Army Training and Doctrine Command Analysis Command (White Sands Missile Range, NM) study concluded that the ARI attack battalion with 24 AH–64 aircraft will increase combat effectiveness. Consolidating aircraft and creating homogeneous units will increase operational readiness, improve responsiveness to warfighting, reduce logistics costs and requirements, and make more efficient use of available assets. As a result of ARI, more than 1,500 nonmodernized aircraft will be retired from the fleet, resulting in modernized units and significant maintenance and operation and sustainment cost savings. The total numbers of personnel will remain about the same, providing the necessary personnel to correct the shortfalls created by AOE. In these times of scarce resources, greater demands are placed on resource management. The same is true of aviation resources. The aviation brigade commander will need to intensely manage his assets to ensure his mission is accomplished. ***Above The Best!***

New Distribution System for Flight Information Publications

Mr. Al Palmer
U.S. Army Aeronautical Services Agency
Cameron Station, Alexandria, Virginia

The May 1993 issue of the Defense Mapping Agency's (DMA's) ***Semiannual Bulletin Digest*** contained a notice of significance to Army users of Flight Information Publication(s) (FLIP). The U.S. Army Aeronautical Services Agency (USAASA) reprinted DMA's notice in the August 1993 issue of the ***Army Aviation Flight Information Bulletin***. According to the notice, any customer supported by DMA has to obtain a Department of Defense Activity Address Code (DODAAC) by 1 Jan 94. DODAACs are unit addresses found in the Department of Defense Activity Address File (DODAAF). DODAACs provide the Department of Defense (DOD) with coded addresses for use in automated systems.

This DMA notice was published without Army knowledge. Although the goal of DMA is to have a single database from which it can extract the most current mailing address for shipment of its products to customers, this change has some drawbacks for distributing FLIP, whose purpose is safety of flight. Units that change location or designation and establish or delete accounts or products also must be able to report these changes in a timely manner. Some units do not reside with their parent unit; nor do they have the ability to obtain and report a DODAAC without their parent unit's concurrence.

Although there is no plan, at this time, to charge units for their FLIP, DODAACs would facilitate such a system should user funding be implemented in the future. DODAAC mailing addresses would accomplish DMA's desire and meet the Army's requirements—if address changes and product requirements are handled quickly through a single Army FLIP management office.

In the near future, the Deputy Chief of Staff for Logistics will change Army Regulation (AR) 725–50, *Requisitioning, Receipt, and Issue System*, and assign the USAASA and its European detachment, the U.S. Army Aeronautical Services Detachment Europe (USAASDE), as Army Network Stations. This action will meet the 1 Jan 94 deadline for all Army FLIP accounts. USAASA and USAASDE will then report any FLIP mailing address changes directly to the DODAAF. USAASA will continue its job of aviation support; units will make address changes directly through USAASA and USAASDE, just as before.

The Office of the Deputy Chief of Staff for Logistics will provide USAASA and USAASDE blocks of FLIP–specific DODAACs. USAASA and USAASDE will then place a FLIP–specific DODAAC beside every Army FLIP account they service. DMA will not change any mailing address presently in its database unless the unit's request comes through either USAASA or USAASDE. For address changes, units can contact the Army's FLIP account manager in the respective theater of responsibility. All requests for account establishment or changes remain as prescribed in AR 95–2, *Aviation: Air Traffic Control, Airspace, Airfields, Flight Activities, and Navigational Aids.*

By the end of the second quarter of FY 93, all accounts will be converted to Army FLIP–specific DODAACs. These DODAACs will be unique to the DODAAF and apply only to units that have FLIP accounts with either USAASA or USAASDE. The USAASA or USAASDE will provide these FLIP–specific DODAACs to DMA with present addresses maintained by the USAASA and USAASDE. Notification of new account numbers will occur as changes occur.

Units will continue to receive FLIP at their addresses and ***need not obtain a FLIP–specific DODAAC through logistics channels as indicated in DMA's notice.*** The USAASA is doing this for its account holders. The USAASA is ensuring that Army interests are known and that the sensitivity of FLIP as a safety–of–flight publication is not compromised.

U.S. Army Aeronautical Services Agency

USAASA invites your questions and comments and may be contacted at DSN 284–7773/7894; or write to—Commander, U.S. Army Aeronautical Services Agency, ATTN: MOAS–AI, Cameron Station, Alexandria, VA 22304–5050.

New Warrant Officer Career Track

CW5 Clifford L. Brown
Aviation Proponency
U.S. Army Aviation Center
Fort Rucker, Alabama

As the Aviation Restructure Initiative begins converting units to the new "A" series of table(s) of organization and equipment, a new special qualifications identifier (SQI) will appear on authorization documents. This new SQI identifies positions and warrant officers requiring tactical operations officer skills.

Warrant officers can begin the tactical operations officer career track as a warrant officer (WO) 1 or Chief Warrant Officer (CW) 2 by becoming the company aircraft survivability equipment/electronic warfare (ASE/EW) officer. Completing the ASE/EW course generates the award of additional skill identifier (ASI) H3. Receiving the ASI H3 does not require an officer to follow the operations career path; however, tactical operations officers must have a strong background in ASE/EW. Official entry into the operations career path occurs as a CW2 (promotable) or CW3 by obtaining the SQI I, Tactical Operations Officer, upon completing either one year as an assistant operations officer or after completing the Joint Firepower Course given at the Air Ground Operations School at Eglin Air Force Base, Fla. As of May 1994, the ASI H3, ASE/EW, will also be a prerequisite for SQI I. Company-level tactical operations officer positions are rank coded for CW3s. Upon promotion to CW4, tactical operations officers will be assigned to a battalion Operations and Training Officer (S3) staff as a tactical operations/EW officer. Upon promotion to CW5, tactical operations officers will be assigned to a regiment, group, or brigade S3 staff as a tactical operations/EW officer.

The new career track has the following duties and responsibilities:

•A company tactical operations officer will plan, schedule, assign, coordinate, and brief approved unit aircraft missions and manage the unit flying-hour program; is primary operator of the company Aviation Mission Planning Station (AMPS) recommending team battle and firing positions, ingress and egress routing, optimum ASE settings and configurations, prioritized threat listings, aircraft-versus-threat risk assessment, aircraft and aircrew operational availability based on ASE status; and will oversee the functions of the unit aviation life support equipment (ALSE) and ASE/EW programs and any flight records that are maintained at that level.

•A battalion tactical operations officer will plan, schedule, assign, coordinate, and brief approved aircraft missions to battalion subordinate elements and develop and manage the battalion flying-hour program; will oversee the functions of subordinate units' ALSE and ASE/EW programs; is responsible for the battalion flight records program; is the battalion electronic warfare officer recommending company battle positions, optimized ingress and egress routing, optimum ASE settings and configurations, and prioritized threat listings; supervises data entry into the AMPS; plans battalion electronic countermeasures and electronic support measures; performs data fusion with the Maneuver Control System and AMPS for downloads to companies; and advises the battalion commander on aircraft mission status, tasking, planning, ASE/EW, ALSE, and flight records.

•A group/regiment/brigade tactical operations officer will plan, schedule, assign, coordinate, and brief approved aircraft missions to subordinate units and develop and manage the group/regiment/brigade flying-hour program; will supervise data entry into the AMPS to disseminate mission data to subordinate units; will oversee the functions of subordinate unit's ALSE, ASE/EW, and flight records programs; is the brigade electronic warfare officer recommending battalion battle positions, optimized ingress and egress routing and prioritized threat listings; and advises the group/regiment/brigade commander on aircraft mission planning, tasking, status, ASE/EW, ALSE, and flight records.

Aviation Proponency Office

Readers may address matters concerning aviation personnel to—Chief Aviation Proponency Office, ATTN:ATZQ-AP, Fort Rucker, AL 36362-5000; or call DSN 558-2359 or commercial 205-255-2359.

The School of the Americas Meets the Challenge

SFC Victor Camilo
School of the Americas
U.S. Army Aviation Logistics School
Fort Eustis, Virginia

The School of the Americas (SOA) has several missions. First, it develops and conducts military education and training, in Spanish, using U.S. doctrine, for Latin American military personnel to achieve a higher level of military professionalism and to improve the effectiveness of military education and training in Latin America. Second, it fosters greater cooperation among the American Armed Forces. Third, it expands the Latin American Armed Forces' knowledge of U.S. customs and traditions.

In existence since 1946, SOA was first known as the Latin American Training Center Ground Division at Fort Amador, Panama. Four years later it was renamed and moved to Fort Gulick, Panama, where Spanish became the official academic language. The school's name was changed in July 1963 to more directly reflect its hemispheric orientation. Under the provisions of the 1977 Panama Canal Treaty, SOA was relocated to Fort Benning, Ga., and in October 1984 was designated a service school of the U.S. Army Training and Doctrine Command. The annual enrollment is more than 1,600 students. Since its inception, the school has graduated more than 55,000 officers, cadets, and noncommissioned officers from 22 Latin American countries and the United States. The primary training goals are joint and combined operations, special operations and low–intensity conflict, and noncommissioned officer development.

The headquarters and all of the ground training for the School of the Americas is at Fort Benning, Ga. The SOA Helicopter School Battalion, located at Fort Rucker, Ala., comprises three companies. It trains Latin American students to become aviators and maintenance pilots. Alpha Company trains the aviators; Bravo Company trains UH–1H Iroquois mechanics; and Charlie Company teaches aviation maintenance.

Since its formation in 1992, Charlie Company has taught courses in aviation maintenance; more than 220 students are scheduled for Fiscal Year 1994. The courses taught are the Helicopter Repair Supervisor Course, Aircraft Power Plant Repairer Course, Aircraft Power Train Repairer Course, Aircraft Structural Repairer Course, Aircraft Electrician Course, and Maintenance Management/ Maintenance Test Pilot Course. By drawing upon the extensive resources at Fort Benning and the academic and military experience of a multiservice staff and faculty, SOA offers its customers professional and relevant training programs.

U.S. Army Aviation Logistics School

Readers may address matters about aviation logistics to—Assistant Commandant, U.S. Army Aviation Logistics School, ATTN: ATSQ–LAC, Fort Eustis, VA 23604–5415

Air Traffic Control Maintenance Certification Program

MSG David M. Palmer
U. S. Army Air Traffic Control Activity
Fort Rucker, Alabama

In 1991, the Deputy Chief of Staff for Operations and Plans directed the Commander, U.S. Army Materiel Command, Alexandria, Va., to identify and correct deficiencies in air traffic control (ATC) maintenance areas. The ATC program manager convened a Process Action Team (PAT) in August 1991 to identify those deficiencies. The PAT concluded that an ATC Maintenance Certification Program was warranted to certify personnel. The U.S. Army Training and Doctrine Command then directed the U.S. Army Air Traffic Control Activity (USAATCA), Fort Rucker, Ala., to conduct a study and develop, implement, and manage the ATC Maintenance Certification Program.

During this year, Field Manual 1–303, *Air Traffic Control Facility Operations and Training*, established the ATC Maintenance Certification Program for ATC maintenance technicians. This manual is a revision of Training Circular 95–93.

This program emphasizes the technical competence that is necessary for effective job performance and provides a realistic and equitable process to ensure technicians are provided with the knowledge, training, and experience to meet the specific technical requirements of the assigned position. Examinations are administered that test the technician's knowledge in theory of operations. Afterwards, the technician is given a performance examination (hands–on) that tests technical proficiency.

Also, the program focuses on a formal on–the–job training program and establishes formal training records for ATC maintenance technicians. These training records track the certifications and the specialized training received by maintenance technicians. The program also complements the self–development test for military occupational specialty (MOS) 93D soldiers.

Under program guidelines, each unit/facility provides certifiers for the program and maintains the official certification and related training files. The USAATCA develops and upgrades examinations and maintains the database files containing complete verification records for all civilian and military ATC technicians.

The certification program applies to Department of the Army civilians and military personnel and specifies the procedures for implementing and maintaining a uniform certification program for ATC technicians. The program targets MOS 93D soldiers and GS–0856 civilian technicians. It also establishes a minimum standard for technical proficiency and assures technical competency in performing maintenance on Army ATC equipment. The program ensures aviation safety by providing the maintenance field with technicians who are proficient in maintaining the Army's ATC equipment.

U.S. Army Air Traffic Control Activity

Readers may address matters concerning air traffic control to—Commander, USAAVNC, ATTN: ATZQ–ATC–MO, Fort Rucker, AL 36362–5265.

Force Provider Module—Bringing the Comforts of Home to the Field

Mr. Wayne E. Hair
Public Affairs Officer
U.S. Army Test and Experimentation Command
Fort Hood, Texas

The First Quarter of fiscal year 1994 has U.S. Army Test and Experimentation Command (TEXCOM) testers scattered across the country conducting some 19 separate tests. The tests cover a wide range of systems—from an information management database test for personnel records being run at Fort Jackson, S.C., to the Javelin advanced antiarmor weapon system at Fort Hunter Liggett, Calif.; from a night sight bracket for the M136 antitank weapon (AT4) at Schofield Barracks, Hawaii, to a global positioning system being tested in Alaska; and from the OH–58D Kiowa Warrior undergoing tests at Fort Hood, Tex., to a Large Tug off the shore of Fort Story, Va.

Among these tests is one that is "of the soldiers, for the soldiers and by the soldiers." A concept called Force Provider will bring a rest and refit facility to the tactical field environment of Fort Bragg, N.C. The first to experience the comforts of the Force Provider module are paratroopers of the XVIII Airborne Corps at Fort Bragg. Soldiers of the 1st Corps Support Command are the "inn–keepers"—the operators of the tent–city.

The module was designed primarily with equipment drawn from U.S. Army, Navy, and Air Force equipment on–hand that formed a capability to give the front–line soldier a brief respite from the rigors of a combat theater.

This module is expected to be used by soldiers in both wartime and contingency operational missions. It is also supposed to be adaptable to humanitarian–aid and disaster–relief missions.

Test professionals from TEXCOM's Airborne and Special Operations Test Directorate at Fort Bragg will be collecting data, but it will be directly from the soldiers—subjective. Through interviews and questionnaires, the soldiers will tell the Army's decision makers "what works for them and what don't." Soldiers' opinions are paramount to arrive at any conclusions.

Data collectors will be trying to find out what the soldiers think about the module. Soldiers will evaluate the shower and latrine facilities, the recreational opportunities, the sleeping arrangements, the laundry, the food and dining facilities, administrative services, climate control in the air–conditioned tents, and effects on their individual or collective morale.

At the same time, technical data will be collected on the waste treatment, fuel consumption, power generation, air–conditioning and heat, water distribution, modular field kitchens, and the containers in which all the equipment is packaged. Data will also be collected on equipment compatibility, equipment quantities, verification of manuals, and transportation requirements.

At the conclusion of the test, the 1st Corps Support Command is scheduled to retain this Force Provider module and will incorporate changes (product improvements) identified by the results of the test. This first Force Provider will become a part of the XVIII Airborne Corps' deployment package for shipment anywhere, anytime.

U.S. Army Test and Experi–mentation Command

Readers may address matters concerning test and experimentation to—
Headquarters, TEXCOM, ATTN: CSTE–TCS–PAO, Fort Hood, TX 76544–5065.

Layout of the Force Provider module, a rest and refit facility for the tactical field environment. The comforts include hot meals and showers, laundry service, environmentally controlled tents, and a variety of morale, welfare, and recreation activities.

U.S. Army Class A Aviation Flight Mishaps

Fiscal Year	Number	Flying Hours	Rate	Military Fatalities	Total Cost (in millions)
FY 92 (October 1991 through September 1992)	22	1,400,052	1.57	10	$93.5
FY 93 (October 1992 through September 1993)	24	1,299,337	1.85	22	$101.7

Command Sergeant Major Fredy Finch Jr

Symposium Focuses on Our Changing Army

Change is a way of life to most soldiers, but at the Sixth Annual Aviation Noncommissioned Officer Symposium (AVNCOS 93), our changing Army was the unofficial theme.

Held at Fort Rucker, Ala., 1–5 November, the symposium offered more than 145 senior aviation noncommissioned officers an opportunity to stay current on important changes taking place in their career field. It also provided a unique forum for the "schoolhouse" to gather feedback from the field and to encourage recommendations and exchanges of ideas among NCO counterparts from around the world. All 50 states were represented by Army Reserve or National Guard aviation NCOs, and remaining attendees travelled from such places as Korea, Germany, Panama, Honduras, Alaska, Puerto Rico, and Hawaii. More than half of the attendees were command sergeants major.

The Aviation Branch Chief, Maj. Gen. Dave Robinson, offered his positive view of changes facing soldiers when he said: "Change is upon us not so much because of the fact that the Cold War is behind us—but because we are now entering a third wave—this information age of technology. You and I, all of us, together as a team are part of that change because what we are doing today is shaping the Army for tomorrow. What a time it is to serve!"

Sergeant Major of the Army Richard A. Kidd, special guest of the symposium, spent much of his time one–on–one with aviation NCOs. He described how NCOs should lead the changing Army. "You have to love being a soldier, love being around soldiers, love leading training, and love caring for soldiers," he said. "You have to be dedicated, motivated, physically fit, mentally alert, morally straight, and technically and tactically proficient. You have to believe in your nation, believe in your Army, believe in your fellow soldiers, want to be all you can be, and—if you are a leader—you must want the same thing for the soldiers in your charge."

Discussion topics focused on issues affecting aviation during the drawdown. Modernization plans, future trends, and Army Aviation Branch initiatives were also discussed. However, the primary focus of the symposium was the restructuring of the enlisted force to meet the future needs of the branch while taking care of the soldiers in it. The following areas were discussed in detail:

- Noncommissioned Officer Education System relocations.
- Career Management Field 15.
- Stripes on the Flight Line.
- Leadership/technical tracking of aviation soldiers.
- Migration of avionics skills to ordnance.
- Aviation life support equipment consolidation into 93P military occupational specialty code.
- Aviation Restructure Initiative.

The Aviation Branch understands the evolution of change. It is for this reason we must change in concert with it. As the senior leadership of the Army wants us to understand change, we ask their support of our necessary changes.

The annual symposium is open to all aviation brigade command sergeants major and sergeants major of separate command aviation proponent offices including active and reserve components worldwide. The seventh symposium is tentatively being planned for 14–18 November 1994.

Coming Up Next...

Read about Army Aviation's new training helicopter, TH-67 Creek, in the January/February 1994 issue. Initiated on 15 October 1993, the TH-67 will phase out the aging UH-1 Hueys.